IN ASSOCIATION WITH:

Kiewit

Stantec

RFQ#1039-21-3 | JULY 20, 2021

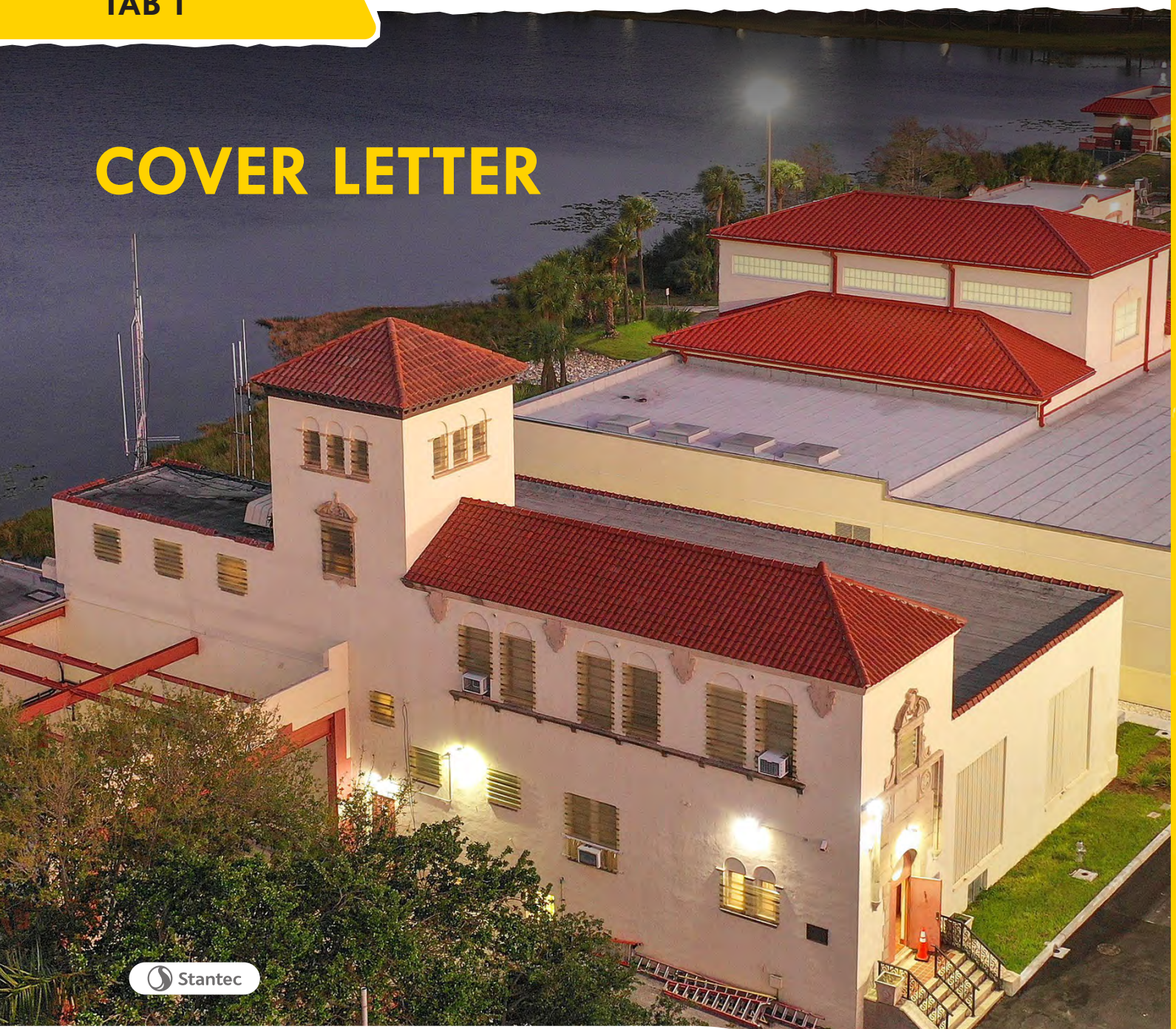
RIVIERA BEACH UTILITY SPECIAL DISTRICT

IN COLLABORATION WITH
THE CITY OF RIVIERA BEACH

DESIGN-BUILD-FINANCE OF A NEW WATER TREATMENT FACILITY AND INFRASTRUCTURE

TAB 1

COVER LETTER



$50M WEST PALM BEACH WTP

"In all the projects for the City, the Stantec team has ensured open communication between the design and implementation team and the contractor, as well as City staff. This strategy has really helped keep everyone on the same page and for projects to progress with very few interruptions."

–Dr. Poonam Kalkat,
Director of Public Utilties

July 20, 2021

Althea Pemsel, MS, CPSM, Director of Procurement
Office of the City Clerk City of Riviera Beach
600 West Blue Heron Boulevard
Riviera Beach, FL 33404

RE: RFQ #1039-21-3, Design-Build-Finance of a New Water Treatment Facility and Infrastructure

Dear Ms. Pemsel,

The City of Riviera Beach Utility Special District Board's (RBUD) Water Treatment Plant (WTP) is a critical component to the community's quality of life. To help RBUD secure the long-term future water sustainability for its citizens, businesses and visitors, Kiewit Water Facilities Florida (Kiewit) has teamed with trusted-partner Stantec Consulting Services (Stantec) — both are corporations.

The advantages of our team include immense resources, combined qualifications and proven history delivering fast-paced, large-scale, water infrastructure progressive design-build (PDB) projects. Kiewit — ENR's 2021 No. 1 Design-Build Firm in the United States — is the proposer and sole contractual entity responsible for delivering the Project; Stantec is our lead designer.

The Kiewit-Stantec Team has delivered 30 projects together over the last 30 years, including major PDB WTPs such as the $85M Broadway Road WTP PDB and $457M San Fernando Groundwater WTP PDB. Our collaborative approach to deliver high-quality potable water to RBUD's customers includes:

Quality Water: We will help RBUD determine the optimal treatment process using advanced technology for South Florida's groundwater. We will design the treatment train with capacity for modifications to meet future regulations, and expandable to more than 16 MGD. Stantec and process design subconsultant IDE bring unparalleled experience deploying cutting-edge, cost-competitive and proven technologies. During design, we will provide life-cycle optimization and operational flexibility and reliability so RBUD staff can efficiently and safely respond to and control the acceptance, treatment and distribution of high-quality drinking water from and throughout the new RBUD WTF.

Water by December 2023: The Kiewit-Stantec Team is positioned to meet your demanding schedule goals for this Project with our depth of Florida-based and national resources. We understand the new RBUD WTF must be operational by December 1, 2023 and we have a solid plan and proven track record to get there. To meet this December 1, 2023, deadline, we will start upon Notice of Award with a Process Selection Workshop at the Project Kick-off. We have done this before for many clients, including for the $592M Claude "Bud" Lewis Carlsbad Desalination WTP PDB project, where a Kiewit Team engineered, constructed, procured and commissioned the largest desalination plant in the Western Hemisphere in less than three years while saving the client over $25M.

Community Focused: Kiewit's and Stantec's Florida presence has enabled our firms to establish relationships with S/WBE subcontractors in Palm Beach County and Riviera Beach. During Phase I, we will conduct an outreach campaign to exceed the 15% Local Participation Goal. Our self-performed work will utilize locally-hired and trained craft, and our subcontractor mentorship program supports and grows local businesses to foster success.

Private Financing: With Kiewit's in-house project financing expertise that has raised over $17B in committed debt for over 25 P3 pursuits across North America, and Stantec's experience advising 375 utilities across 40 states, the Kiewit-Stantec Team is RBUD's most reliable partner to develop and implement the best financing solution for this Project. If necessary, Kiewit has the capability to provide private equity funding from its balance sheet to meet the December 1, 2023, target for water production. Having in-house financial expertise aligned with the design and construction team enables us to provide timely guidance and answers to RBUD questions concerning how to deliver a fiscally responsible Project with the least impact to rate payers.

We recognize the importance of having a facility to deliver high-quality potable water on or before December 1, 2023. Being one of the most financially stable firms in the construction industry, Kiewit provides RBUD and the Project's long-term lenders with confidence that our team will deliver this Project on budget and on schedule, under optimal financing terms. Kiewit's size and experience provides the stability, predictability and know-how RBUD expects — and the flexibility and overall best value RBUD and its existing and future customers deserve.

Kiewit and Stantec's experience working together on PDB WTF projects assures RBUD that our companies are aligned, we have established processes that work, and we "stand-ready" to collaborate with you on day one.

Kiewit Water Facilities Florida is the proposer and sole entity responsible for delivering the Project. We confirm that our team firms (Kiewit, Stantec, and our eight subcontractors) are not engaged in a manner that disqualifies them from participation in any transaction arising from, or in connection to, this Project.

Senior Project Manager Jim Goyer is Kiewit's Representative and will be in charge of negotiations. Phase II Project Manager Matt Allen will have decision-making authority and will be the representative duly authorized to sign on behalf of Kiewit.

Thank you for this opportunity to present our SOQ. Please contact Jim Goyer, Senior Project Manager, at (786) 582-3784 or james.goyer@kiewit.com with any questions.

Sincerely,

Jim Goyer, DBIA, Senior Project Manager
james.goyer@kiewit.com
5757 Blue Lagoon Drive, Suite 200
Miami, FL 33126
(786) 582-3784

Matt Allen, DBIA, Phase II Project Manager
matthew.allen@kiewit.com
5757 Blue Lagoon Drive, Suite 200
Miami, FL 33126
(786) 582-3800

Attachments:

(1) Kiewit Water Facilities Florida's Certificate of Good Standing with Florida Secretary of State, Division of Corporations
(2) Stantec Consulting Services' Certificate of Good Standing with Florida Secretary of State, Division of Corporations

TAB 2

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CITY OF VENICE WTP

This project was an Honor Award recipient in the water/wastewater category from the Design-Build Institute of America (DBIA) Florida Region. The City's RO WTP was completed using the PDB delivery method, which allowed the City to achieve the benefits of traditional design development with the schedule and single-point accountability benefits of DB delivery.

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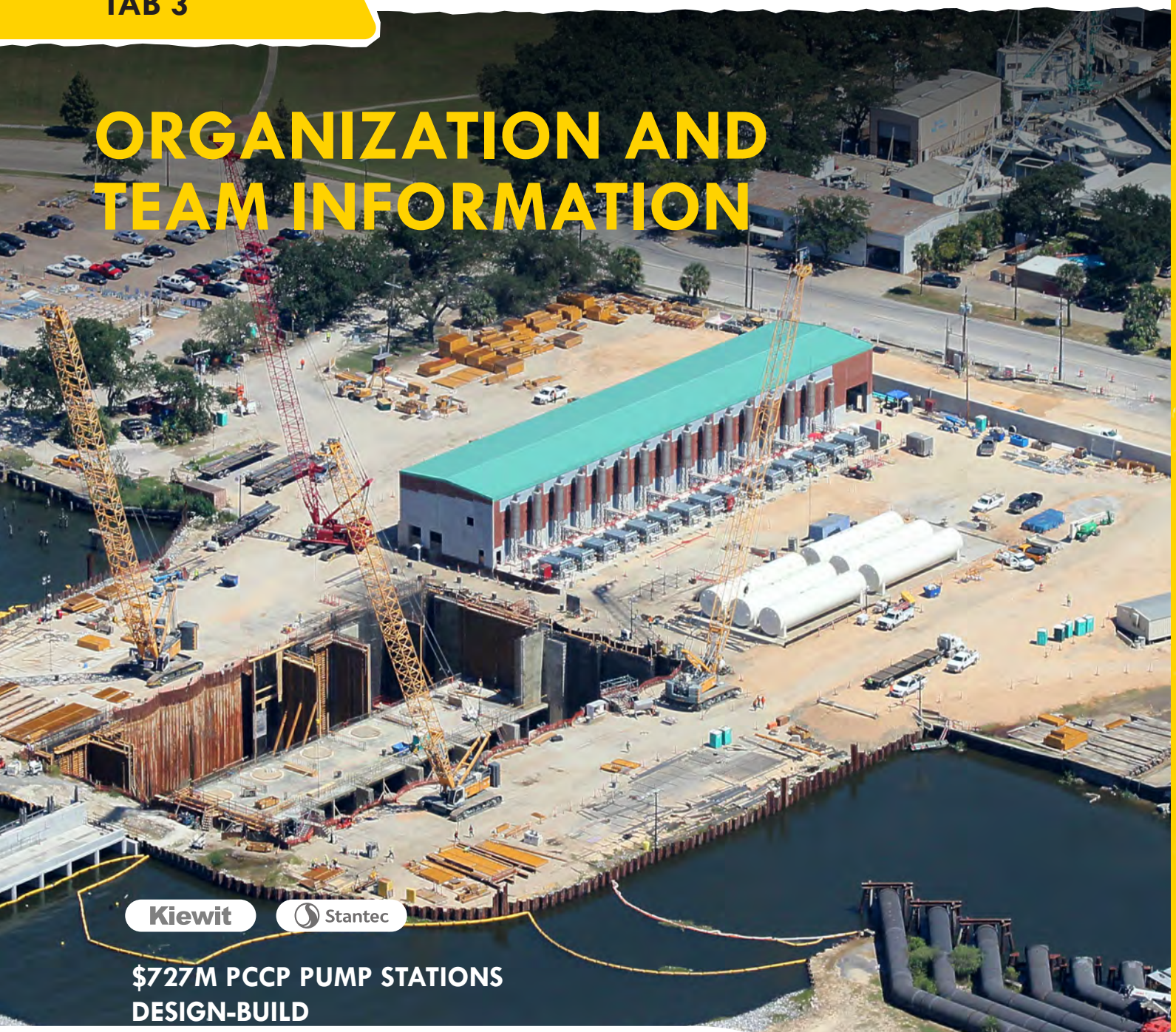
TAB 3

ORGANIZATION AND TEAM INFORMATION



Kiewit Stantec

$727M PCCP PUMP STATIONS DESIGN-BUILD

"[Kiewit and Stantec] management is constantly pushing the critical path with additional shifts and man-power required. Additional equipment has also been brought on. Work is well planned and staffed. The management at each site has a clear understanding of upcoming work. [Kiewit and Stantec] continues to coordinate field operations and site meetings where the appropriate personnel are present to ensure that Contract requirements are being satisfied."

–United States Army Corps of Engineers Interim Evaluation

TAB 3: ORGANIZATION AND TEAM INFORMATION

Section Overview

The Kiewit-Stantec Team includes high-performing staff and subcontractors with a pedigree delivering complex water infrastructure projects on-schedule and on-budget, while mitigating risk and fostering innovation through all phases.

WATER QUALITY

The Kiewit-Stantec Team with the addition of IDE brings proven experience delivering high-quality drinking water on relevant WTP projects with some of the lowest per-gallon costs in the industry.
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WATER BY DEC. 2023

Kiewit-Stantec has the design, permitting, construction and commissioning experts with proven experience on similar WTPs. Their PDB know-how and advanced tools will keep the RBUD WTF on track for Dec. 1. 2023 completion.
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PRIVATE FINANCING

With Kiewit's in-house financing team, we will save RBUD money while providing more efficient solutions to keep the project on track. Our experts will evaluate process and funding options with RBUD.
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COMMUNITY FOCUSED

- Our approach will be thoughtful of community considerations while deploying advanced technologies to improve environmental footprint and reduce energy consumption costs.
- Local subcontractors to exceed 15% of the work. *Pages 3-7 through 3-10*

Management and Senior Experts Ready from Day One

The Kiewit-Stantec Team includes experts and subconsultants with project experience in Florida, and experience on water/wastewater treatment DB projects. (See **Exhibit 3-1** and **Exhibit 3-2** for organization charts.) We bring the experience and resources RBUD needs for this challenging project. We are providing RBUD with the best our firms have to offer – from preconstruction design and P3 financing options through construction, start-up/commissioning, and O&M support.

Contact Information:

Jim Goyer, DBIA, Senior Project Manager
james.goyer@kiewit.com
(786) 582-3784

Matt Allen, DBIA, Phase II Project Manager
matthew.allen@kiewit.com
(786) 582-3800

Kiewit Has a Successful History of Working with Brown & Caldwell (RBUD's OA)

30 years working together

30+ water/wastewater projects

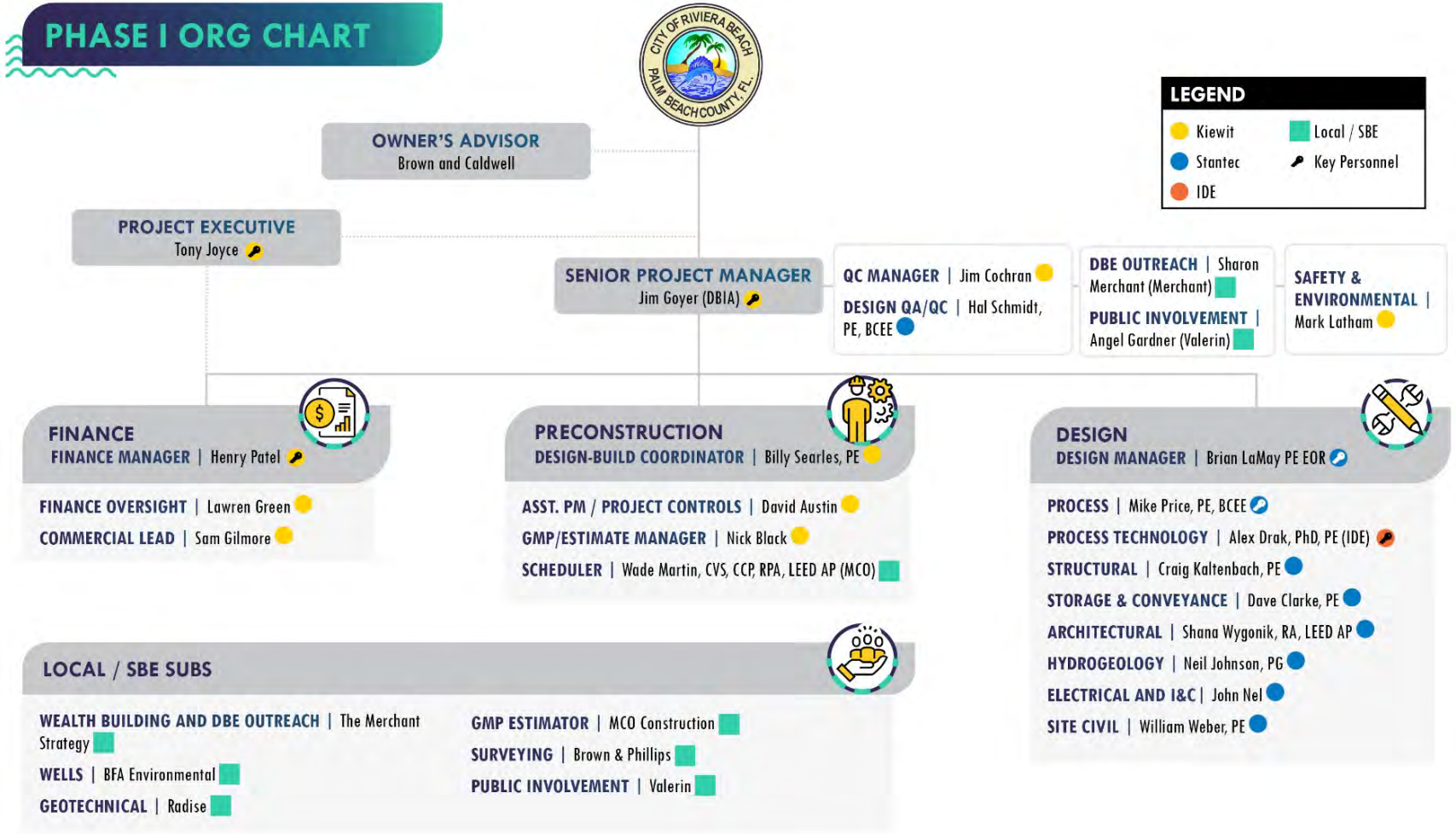
Our companies have collaborated on 3 DBIA Award winners — such as the $85M Camp Creek WRF, which increased plant capacity from 16 to 25 MGD ahead of an aggressive 30-month schedule with added scope and NO interruption to existing operations.

Our established mutual trust will improve project team coordination, communication and overall progress.

Phase I Organizational Chart: Capacity to Work in Parallel

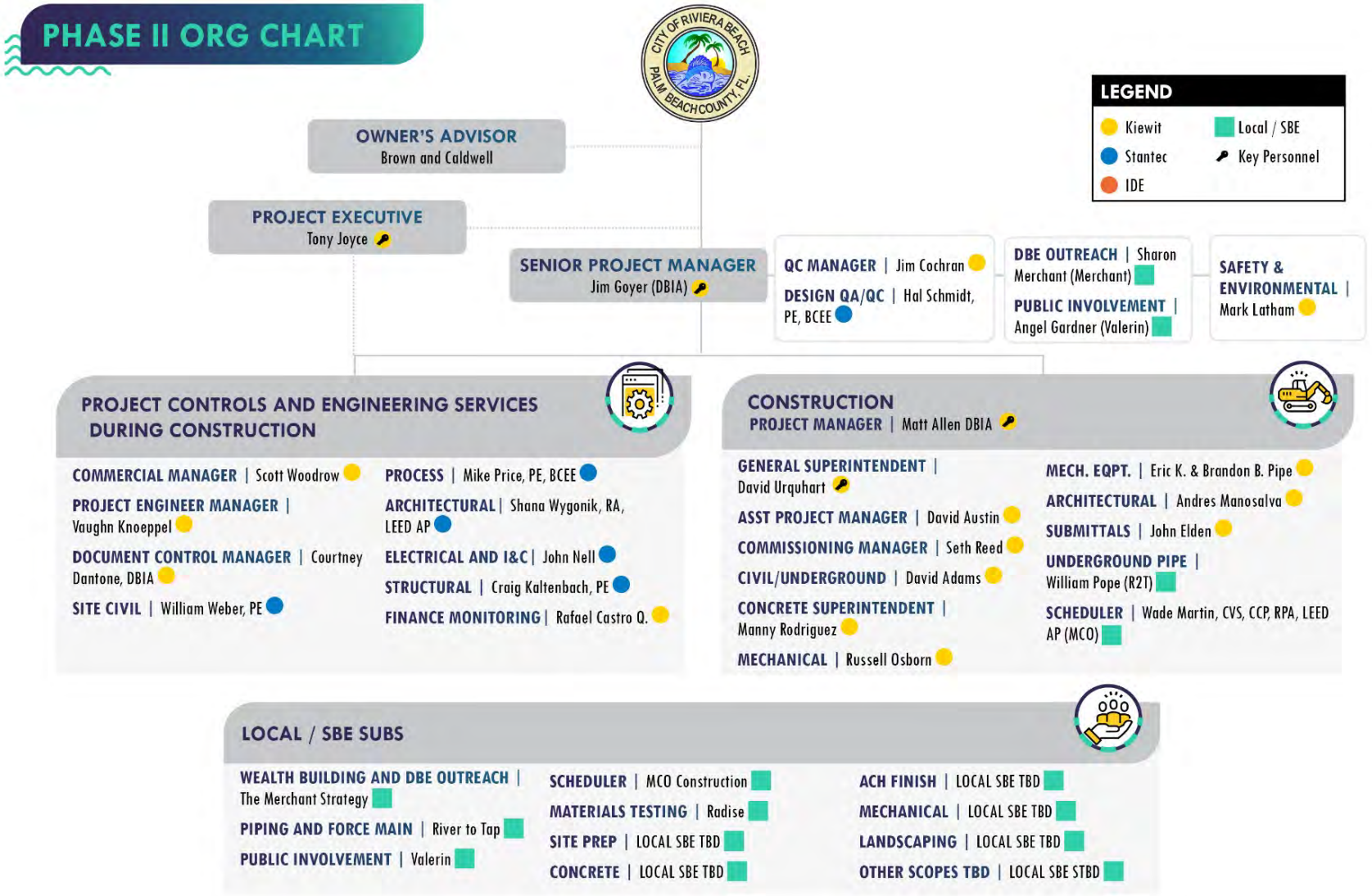
Kiewit and Stantec have more than 20 years of experience partnering together on over 50 projects. We bring team continuity and familiarity ready to start this complex Project.

Exhibit 3-1 / The Kiewit-Stantec Team's organizational structure is based on 20 years delivering PDB projects.



Phase II Organizational Chart: Leadership Continuity Throughout Both Phases

Exhibit 3-2 / We have maintained the same leadership staff in Phase II as Phase I to bring continuity and consistency throughout the Project.



Firms Involved: Delivering 50 Projects Together Over 20 Years

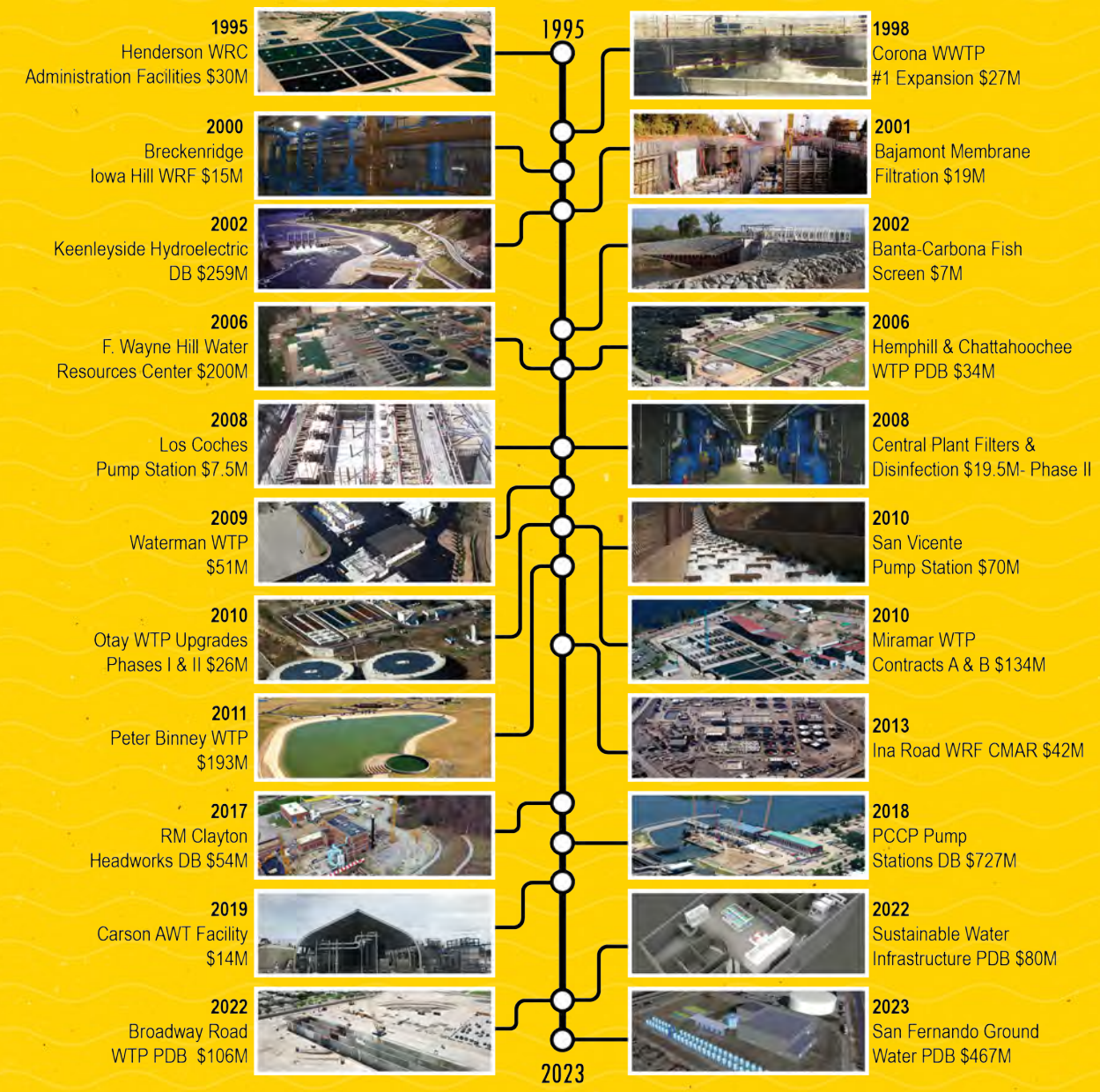
The Kiewit-Stantec Team has worked with each of our selected subcontractors and have established relationships. We know each other and have done challenging work like this before. This makes us ready to start your project to meet the December 2023 goal to deliver high-quality water to the residents of Riviera Beach.

Specific to Kiewit and Stantec, we bring expertise in development, design, engineering, procurement, construction, financing, start-up and commissioning along with robust support and training to facilitate the City's long-term operations through experience on similar, complex water and infrastructure projects. **The Kiewit-Stantec Team is local, and we have exceptional credentials in innovative water treatment DB projects and designing aesthetically pleasing administrative buildings**.

Kiewit affiliates and Stantec have worked together on over 50 projects, including 20 Design-Build projects valued at over $3B. Some of these projects are listed in **Exhibit 3-3** below.

Exhibit 3-3 / The shared experience of Kiewit affiliates and Stantec demonstrates a proven partnership in successfully delivering water/wastewater projects.

Kiewit and Stantec Working Together: A Legacy of Successful Design, Construction and Start-up



We are a Project-Tested Team Ready from Notice of Award

Kiewit and Stantec have assembled a team to address RBUD's long-term water treatment needs, with a focus on plant activities from site development, through design and construction, and into long-term operations.

Kiewit

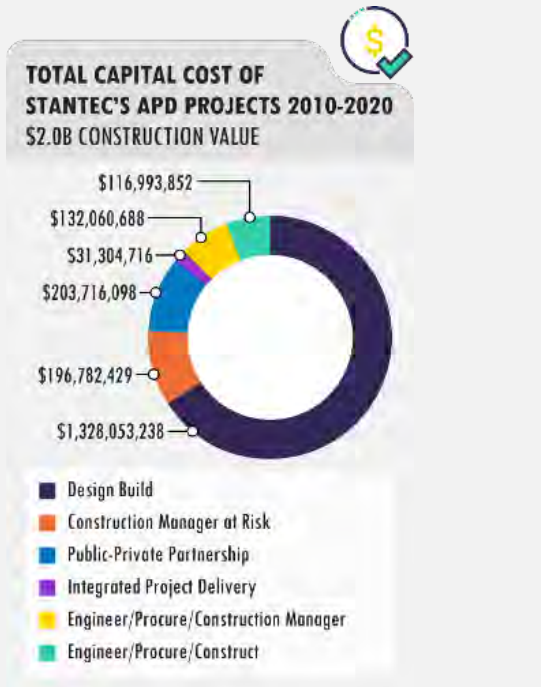
Kiewit is the single entity contractually responsible for delivering the project - which, unlike joint ventures, means clear accountability to RBUD for Project performance. **Kiewit Corporation is a leader in DB - currently ranked #1 in ENR's 2021 list of Top National DB firms.** Kiewit affiliates have delivered 800 water projects, have been in the South Florida market for 35 years, and have completed more than $2B of DB work in Florida and in the Southeastern U.S.

Since 1884, Kiewit Corporation has grown to become one of the largest, most financially stable general contractors in North America with annual revenues of over $9B and 27,000 employees. Kiewit Development Company (Kiewit Development) was established in 2009 to support Kiewit's construction activities through the development of P3 projects, which involves raising short- and long-term private financing and being responsible for long-term operations and maintenance.

Stantec

Stantec has been in business for the past 66 years, providing professional consulting services in planning, engineering, architecture, landscape architecture, environmental sciences, project management, and project economics for infrastructure and facilities projects. Their services are offered through more than 22,000 employees operating out of more than 400 locations. Stantec and its legacy consulting firms has served within Palm Beach County for 48+ years working with RBUD and other utilities such as City of West Palm Beach, Palm Beach County Water Utilities Department, Town of Palm Beach, City of Lake Worth Beach, City of Boynton Beach, Village of Wellington and the South Florida Water Management District. Stantec has 18 offices within the State of Florida, with over 700 employees available, including 120 employees in the water practice group within the state. Stantec has designed 1,500 treatment plants.

Roles for RBUD WTF: Design-Builder / Design and Project Management, Lead Constructor / Commissioning / Financing Lead / Legal Representation Lead



Roles for RBUD WTF: EOR / Design / Permitting / Value Engineering and Services during Construction / O&M Manuals / Start-up Assistance

IDE Technologies | Your Water Partners

IDE is a market leader in advanced treatment technology including filtration, membrane treatment and thermal desalination. IDE has delivered more than 400 facilities of various types and sizes globally, including the Carlsbad Desalination Plant PDB with Kiewit (**Exhibit 3-4**). IDE has developed and built the largest advanced water treatment plants (AWTPs) in the world using P3s; build, operate, and transfer; and other alternative delivery methods. IDE leverages its proprietary technologies and skills in project management, operations, support and financing. **For the RBUD WTF, IDE will use past success with in-house modularization experience to expedite schedule and drive down the overall cost-per-gallon – just like they did at the recent Santa Barbara Desalination DB project delivered with Kiewit.**

Exhibit 3-4 / Claude Bud Lewis Carlsbad Desalination Plant PDB

Roles for RBUD WTF: Process Design / Water Treatment System Engineer and Equipment Supply / Process Technology Development, Process Design/ O&M Consulting

Kiewit, Stantec and IDE have worked with each other and on nearly $2B in DB, water infrastructure projects. Our team's expertise is shown in **Exhibit 3-5**. **Kiewit's Tony Joyce** has worked with and developed trusted relationships with **Mike Watson** – SVP and Director of Alternative Delivery for **Stantec** and **Gilad Cohen** – CEO of **IDE Americas**. Our executives will provide oversight of the Kiewit-Stantec Team and meet with RBUD using structured partnering sessions and meetings to gain alignment and promptly address concerns.

Exhibit 3-5 / Kiewit and affiliates, Stantec and IDE bring combined expertise to build the new RBUD WTF.

KIEWIT

- 137 years in business and 70 years in the water business. Continous presence in Florida since 1972
- Commissioned 800 water/ wastewater projects
- ENR 2021 #1 Design-Builder
- $100B in Design-Build projects across all markets since 2001
- Over $2B in projects with Stantec and nearly $700M with IDE
- Charter member of the DBIA and member of the WDBC
- 14 DBIA Water/Wastewater Excellence and Merit Awards

CITY OF RIVIERA BEACH PALM BEACH COUNTY FL.

STANTEC

- 22,000+ staff including 700 in Florida
- Local team augmented by 120 specialists in water and potable water treatment
- 60+ years in water facilities, systems and pipeline design
- Designed 1,500+ water treatment plants
- Past collaboration and design innovation with IDE

IDE

- Industry leader in desalination and brine management technology
- Offers significant capital and operating cost benefits (specifically the H2OMax system for sparingly soluble salts control)
- Successfully delivered, with Kiewit, the Carlsbad and Santa Barbara Desalination Projects

Local/S/M/WBE Subcontractors will do more than 15% of the Work

Kiewit and Stantec have relationships with and trust each subcontractor partner chosen for the RBUD WTF. All of our partners listed below are local firms with a vested interest in their community.

BARNES, FERLAND AND ASSOCIATES, INC. (BFA)

Orlando, FL MBE

BFA is an environmental consulting firm licensed in Florida to provide professional engineering, geological and land surveying services. BFA is a Certified Minority Business Enterprise with the State of Florida and numerous local government agencies. BFA's professional engineers, geologists, hydrologists and surveyors understand current and pending regulations. They know the new technologies needed for the RBUD WTF and RBUD's wells as they worked on the **Wellfield Condition Assessment and Well Rehabilitation Program (Exhibit 3-6).** In addition to RBUD's major water supply planning and consumptive use permitting efforts, BFA provided engineering and hydrogeologic services for a wellfield condition assessment and well rehabilitation program for eight production wells in 2019. Based primarily on video and geophysical logs and inspection of pumping equipment, BFA recommended rehabilitation that included physical brushing, horizontal jetting, chemical rehabilitation/HCL, airlift/jet redevelopment, and pumping equipment repairs/replacement to restore and improve well efficiency.

Exhibit 3-6 / Well 805 prior to well rehabilitation

Roles for RBUD WTF: Hydrogeological and engineering support for design and construction of raw water delivery infrastructure, deep injection well for concentrate disposal and assistance with workforce development and training

BROWN & PHILIPS, INC. (B&P)

West Palm Beach, FL SBE/MBE

B&P has been providing professional land surveying services since 1993. Staffed by Florida Professional Land Surveyors, the firm provides surveying services to support land and right-of-way acquisitions and road, utility, drainage, and building construction projects for clients in the public and private sector. B&P has performed land surveying assignments for the Florida Department of Transportation, the Palm Beach County Departments of Engineering, capital improvements, water utilities, traffic and airports, Palm Tran, the School District of Palm Beach County, the School District of Broward County, the City of West Palm Beach, the Port of Palm Beach District, the Village of Wellington, the South Florida Water Management District, and the RBUD (**Exhibit 3-7**).

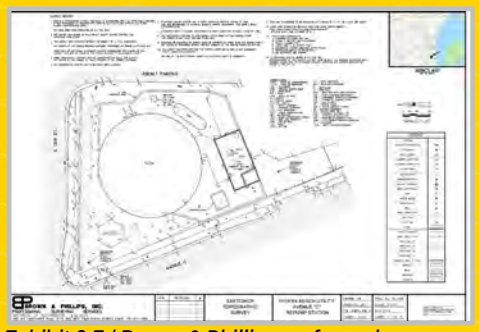


Exhibit 3-7 / Brown & Phillips performed topographic surveys of two repump stations at Avenue C and Avenue U for the RBUD for the design of improvements.

Role for RBUD WTF: Land Surveying

MCO CONSTRUCTION, INC. (MCO)

West Palm Beach, FL MBE

MCO is a full-service construction management company dedicated to delivering projects on time, within budget, and in compliance with the special needs of large public and private projects. Founded in 1993, MCO has performed construction management with a combined value over $110M. MCO is a certified MBE in Florida as well as a SDBE for Palm Beach County Office of Small Business Association. They provide construction services with a specialization in P6 schedule and project controls support staff. For nearly 30 years, MCO has delivered quality services while building lasting relationships throughout the industry. MCO has worked on many iconic projects in the tri-county area, such as the American Airlines Arena and the Philip and Patricia Frost Museum. MCO provided project management support services on both the Miami-Dade Water and Sewer Department (**Exhibit 3-8)** and the Palm Beach County Water Utilities Department Capital Improvement Programs.

Exhibit 3-8 / Miami-Dade Jobsite

Roles for RBUD WTF: GMP Estimating/Project Scheduling

RIVER TO TAP, INC. (R2T)

Palm Beach Gardens, FL SDB/WBENC

R2T provides a range of Civil and Environmental Engineering and Construction services to clients throughout the United States. R2T staff provide services on all phases of projects including conceptual planning, design development, regulatory compliance, watershed/stormwater management, DB construction and operations phase services. R2T is a certified Small Disadvantaged Business (SDB) with the U.S. Small Business Administration and certified as a Women's Business Enterprise by the Women's Business Enterprise National Council (WBENC). R2T completed a review of all the City of Atlanta's water facilities to develop a capital improvements project list with cost estimates for immediate needs projects to provide maximum performance of the existing facilities. An example of R2T work includes the NaOCL, Biosolids, and Filter System Improvements at Tropical Farms & North Treatment Facilities **(Exhibit 3-9).**

Exhibit 3-9 / NaOCL, Biosolids, and Filter System Improvements at Tropical Farms & North Treatment Facilities

Roles for RBUD WTF: Underground Pipe / Existing Yard Piping Modifications

Additionally, R2T was on the OA team for the recently completed RM Clayton Headworks Design-Build project for the City of Atlanta. Kiewit was the design-builder for this project which went on to win the 2018 DBIA National W/WW Award of Excellence.

RADISE INTERNATIONAL, LC (RADISE)

Riviera Beach, FL MBE

RADISE has specialized in geotechnical engineering, construction materials testing, and inspection services for 22 years. The firm has been a member of the Riviera Beach community since 2003, with headquarters at 4152 Blue Heron Boulevard that houses a state-of-the-art laboratory (CMEC/FDOT/USACE Certified) and is equipped for testing soils and other construction materials. Recognized by the Florida Governor and the City Mayor as a progressive firm creating new technologies and jobs for the construction industry in the heart of Riviera Beach, RADISE contributes to local economic development. They have completed approximately 20 projects for RBUD, including several projects at the WTP (the Sodium Hypochlorite Core Facility in 2015 and the Chemical Feed System Improvements in 2020 and 2021). RADISE's proven and experienced project management team has a track record of on time and within budget success, providing engineering services directly to local towns, cities and counties, including Palm Beach County Engineering and Public Works Department; Cities of Riviera Beach; Lake Worth, Greenacres, Jupiter, Palm Beach Gardens; and larger agencies such as SFWMD, FDOT and USACE. RADISE is a certified MBE in Florida.

Exhibit 3-10 / Riviera Beach Marina District South

Roles for RBUD WTF: Geotechnical engineering, subsurface investigations and foundation design / Materials testing services, subgrade testing and concrete testing / Quality control inspections

THE MERCHANT STRATEGY (TMS)

West Palm Beach, FL DBE/ACDBE/SWBE/SBE

TMS is a woman-owned, small business with the skills, relationships, and experience to help clients communicate effectively, build support, and cut through red tape. The organization began serving clients in 2003 and currently holds DBE and ACDBE certifications from the Florida Department of Transportation. Additional certifications include: SWBE by Palm Beach County, Florida; SBE by South Florida Water Management District, Palm Beach County School District, and the City of West Palm Beach and MWBE by Broward and Dade County School Districts and the State of Florida. The TMS client list includes city governments; architecture, engineering, construction firms; environmental services, small businesses, and utilities. TMS is typically engaged for government/community relations to help ensure the success of a challenging project. They create a plan to address all potential stakeholders, find compromises, and find and engage supporters. TMS will actively be engaged in outreach throughout the project, including facilitating job fairs (**Exhibit 3-11).**

Exhibit 3-11 / Example of an advertisement created by The Merchant Strategy to promote a community job fair

Roles for RBUD WTF: Hold job fairs for residents and local businesses / Coordinate the firms to serve as mentors to help small businesses /Facilitate apprenticeship opportunities with the Kiewit-Stantec Team /Hold a "Meet the Prime" event

TMS is currently collaborating with the Kiewit-Stantec Team to conduct a Local / S/M/WBE Outreach Event in August to communicate how interested contractors can get involved.

VALERIN GROUP, INC. (VALERIN)

West Palm Beach, FL S/WBE

Valerin, a S/WBE in Palm Beach County, has experience in community outreach for over 600 Florida public utility and transportation projects for public sector clients. Established in 2006, Valerin is a communications firm headquartered in Tampa with an office in West Palm Beach that has served as lead community outreach consultant on numerous water/wastewater projects, including Hillsborough County's award-winning Dale Mabry Wastewater Diversion DB project (Phases I & II). They have led projects throughout Palm Beach County, including the high-profile Southern Boulevard Bridges Replacement Project and the City of West Palm Beach Capital Improvement Project **(Exhibit 3-12)**. Valerin's public engagement and outreach efforts have resulted in multiple projects being awarded the Florida Transportation Builders' Association Award for Outstanding Community Outreach. Valerin also received the Tampa Bay's Prestigious Award for Community Relations for Hillsborough County's North Palm River Drinking Water DB project.

Exhibit 3-12 / Valerin's Angel Gardner participates in a neighborhood survey for the Washington Road Improvement Project in West Palm Beach, FL. (image: Neighborhood Walkthrough)

Roles for RBUD WTF: Communications outreach, planning, and implementation / Public workshop(s) coordination / Creative services, including graphic design, collateral, and website development / Stakeholder database management

Key Personnel: Senior WTP PDB Experience Ready on Day 1

*Our key personnel (**Exhibit 3-13**) have the technical capabilities and experience executing projects nationally of similar size, scope, and complexity to the RBUD WTF. These individuals are some of the best in the industry and represent the caliber of our bench strength. Our management group is committed to this project for the duration.*

"I'm excited to bring so many of my trusted colleagues and our Lead Designer Stantec together to deliver the RBUD WTF. Each have been selected based on their experience with DB and AWTP design and construction. They will be available for the duration of the RBUD WTF project."

➢ Jim Goyer, Sr. Project Manager

EXECUTIVE ALIGNMENT AND OVERSIGHT

Tony Joyce
Kiewit

Project Executive, VP

Mike Watson
Stantec

SVP & Director of Alternative Delivery

Gilad Cohen
IDE Americas

CEO

Strong relationships at the executive level create alignment, resulting in cohension from day 1.

On fast-tracked, complex projects like the RBUD WTF, it is critically important to have alignment at all levels of organizations. Kiewit, Stantec and IDE have worked with each other for many years and on nearly $2B in design-build, water infrastructure projects. Importantly, **Kiewit's Tony Joyce** has personally worked with and developed strong, trusted relationships with **Mike Watson** – SVP and Director of Alternative Delivery for **Stantec** as well as **Gilad Cohen** – CEO of **IDE Americas**. Our executives will provide close oversight of the Kiewit-Stantec Team and meet regularly with RBUD leadership using structured partnering sessions and informal meetings to ensure alignment, concerns are promptly addressed, and satisfaction with our performance.

Exhibit 3-13 / The role and qualifications for our Key Personnel are shown below. Resumes are provided for each person at the end of this section.

NAME, ROLE	EXPERIENCE & EXPERTISE	ROLES & RESPONSIBLITIES
 **Tony Joyce** Project Executive (Kiewit)	With over 30 years' experience dedicated to public work projects, Tony provides executive oversight, technical expertise and supports project managers to implement solutions to project challenges that exceed client and owner expectations. Tony has over $1B in PDB water/wastewater experience managing projects up to 104 MGD. Tony has worked with Design-Build Manager Billy Searles on many of these projects, including the $592M Carlsbad Desalination PDB and $457M San Fernando Groundwater Remediation PDB.	• Listen to RBUD and ensure responsiveness by the Kiewit-Stantec Team. • Provide oversight for partnering benefits by working closely with RBUD, teaming partners and Kiewit personnel to define and manage risks through continual scrutiny of cost, schedule, and quality • Confirm sufficient resources are available across all phases • Support the Kiewit-Stantec Team from design through successful project deliver • Negotiate the contract with RBUD
 **Jim Goyer, DBIA**, Senior Project Manager (Kiewit)	Jim will be 100% available and onsite day one to manage the direction, completion, and outcome of the RBUD WTP. Jim adds value by bringing together teams and stakeholders working toward shared goals to deliver high-quality facilities under budget and ahead of schedule with proven leadership and project management proficiency in large DB projects. Jim's over $900M in collaborative project delivery, 31 years in the construction industry, and local presence made him a high-priority addition to this project.	• Responsible for the overall DB contract and in direct communication with the RBUD's leadership and decision-makers • Oversee all aspects of the project, bearing responsibility for its completion, delivery, and success • Provide a seamless transition on all project operations from notice to proceed through project turnover to meet project objectives
 **Matt Allen, DBIA** Construction Project Manager (Kiewit)	Matt has 23 years of experience in technical leadership; cost estimating; planning and resourcing; schedule and budget control; contract negotiation; partnering and client interface; issue resolution and mitigation; risk analysis and management; and safety and compliance. He has served as construction and project manager on DB, PBD, and CMAR projects, focusing on water and WWTP construction, ranging from $14M to more than $100M. Matt is a South Florida resident and understands the Florida labor market and conditions.	• Establish roles and responsibilities; develop onsite structures and programs for the Kiewit-Stantec Team • Integrate all project elements (schedule, safety, quality, budget and project controls • Ensure the design group and construction group can access the most up-to-date information • Keep budget considerations at the forefront through constructability reviews and into construction
 **Brian LaMay** Design Manager (Stantec)	Brian will bring 23 years of experience designing water projects including treatment plants, pump stations, pipelines, and production and injection wells. Brian has managed many multi-disciplinary designs with large subconsultant teams. He was specifically selected for this team because his technical expertise encompasses utility planning, process optimization, asset management, regulatory compliance, permitting, capacity analysis of treatment processes, facility and system wide alternative analysis, and CIP development. Brian is experienced in resolving any regulatory issues that could affect the implementation of this contract. Brian is knowledgeable in all aspects of construction, having provided construction oversight and engineering services during construction on several large pipeline, pump station, and water and WWTP upgrades and rehabilitation projects.	• Responsible for the design delivery of the RBUD WTF • Coordinate all team activities including alternative evaluation, detailed design, permitting, QAQC, engineering services during construction, and interfacing with the Kiewit and RBUD • Responsible for the development of CAD standards, design schedules, QAQC procedures, and oversight and coordination of Stantec in-house staff and subconsultants • Maintain and update the QMP to ensure a high-quality design that meets project-specific criteria and requirements

NAME, ROLE	EXPERIENCE & EXPERTISE	ROLES & RESPONSIBLITIES
 **Henry Patel** Finance Manager (Kiewit)	Henry was chosen to work on the RBUD WTF project because of his 21 years of experience advising public and private sector clients in structuring, procuring, and financing manager infrastructure projects. Over the last 15 years, Henry has focused specifically on public-private finance funding sources.	• Develop financing plan • Coordinate with risk management on insurance strategy, the consortium operator on the major maintenance approach and with the equity members on the development of the budget • If financing option selected, help the team reach financial close by managing activities and close flow of funds
 **Mike Price, PE** Process Design (Stantec)	Mike is a leading expert in the field of treatment process design and construction, and has extensive experience in the planning, investigation, and design of WWTPs. He brings over 40 years of specialized work experience in process design and interdisciplinary design management of conventional and advanced water and wastewater treatment processes including flocculation and sedimentation, granular media and microfiltration, reverse osmosis, ozone, UV, and chlorine disinfection. His process design and design management experience spans over 100 projects and 1.3 billion gallons per day capacity. Mike has been involved in the development of more than 20 of Stantec's largest AWTP projects across the country.	• Manage and direct oversight of all technical disciplines • Coordinate with the project management team to ensure that project requirements are conveyed to the design team and that they are incorporated into the design • Coordinate with the construction team to set project sequencing, develop a realistic construction schedule, support construction cost estimating, incorporate value engineering concepts, and provide support during construction, start-up and commissioning • Develop and maintain the QMP to update durations, actual reviews and performance, and ensure that the project team meets project-specific criteria and requirements
 **David Urquhart** General Superintendent (Kiewit)	David brings 37 years of highly relevant experience constructing high-quality WTFs including on recent WTP projects for the Boynton Beach Utilities and Dania Beach Utilities. David has experience on numerous DB projects in Florida working closely with owners, engineers, and project teams. He moves projects forward implementing the safest, most cost-effective solutions to issues that arise throughout a project life. David believes strongly in developing and training locally hired craft and SBE contractors to do his part to improve the communities in which he works.	• Hold frequent meetings with subcontractors and our self-performing construction supervisors to lead constructability reviews and to review progress of the work • Responsible for overall construction management and onsite field supervision and direction during construction • Establish pre-planning work activities, verifying existing conditions and careful review of all documents • Navigate craft labor market and permitting and approval processes • Craft development • SBE mentorship • Maintains on-budget and ahead of schedule construction
 **Alex Drak, PhD, PE** Process Technology (IDE)	Alex is the developer of the innovative MaxH2O Brine desalter process that brings in significant advantages with respect to CAPEX and OPEX. He is a highly experienced process expert in the field of water treatment. He brings with him more than 18 years of extensive experience with specialization in high recovery reverse osmosis systems and the brine minimization treatment, which makes him particularly valuable for the RBUD project.	• Responsible for design of pre-treatment and main RO process to treat the complex brackish water • Coordinate modularized concept to support the project • Develop the conceptual brine minimization basis

TONY JOYCE

Project Executive (Kiewit)

Years of Experience: 30

Professional Registrations/Certifications:

- Chartered Engineer (CEng)
- Kiewit District Leadership Development Program

Education:

B.S. in Civil Engineering, Newcastle University, UK, 1996

REFERENCES

Los Angeles Department of Water and Power –
Dave Christensen / Manager of Project & Construction Management / 213-367-3080

Poseidon Water –
Patrick Crane / Director of EPC Services / 760-889-2975

Tony will be continually engaged providing leadership to the Kiewit-Stantec Team. He will provide oversight for project execution and commitment of Kiewit resources. He will be an involved liaison to RBUD to make sure you are satisfied with the pace, action, and direction of the Kiewit-Stantec Team.

"Having overseen more than $1B of Progressive Design-Build Water Treatment projects with Stantec and IDE, I'm thrilled to be given the chance to offer this innovative, tried and tested team to partner with RBUD. I look forward to developing the same level of trust, transparency and "1 Project Team" approach with RBUD that our team has established with previous partners on the many projects we've designed and built together."

RELEVANT PROJECT EXPERIENCE

As the Project Executive on the following projects, Tony provided executive oversight, technical expertise, and supported project managers in implementing solutions to project challenges that meet and exceed client and owner expectations.

Los Angeles Department of Water and Power, San Fernando Groundwater Remediation PDB
Project Executive | This $457M PBD project includes two new facilities that extract water from two sets of existing, non-producing groundwater wells. These new plants will treat 50MGD of groundwater in Tujunga and 25 MGD in North Hollywood. Work to be completed at the two sites together includes installation of 6,500 feet of raw water pipelines, construction of UV buildings, rehabilitation of 14 wells and the addition of several pumps.

Sustainable Water Infrastructure Project, City of Santa Monica, CA PBD
Project Executive | This $80M PBD project is being implemented to improve drought resiliency, increase water supply for reuse, and enhance flexibility in the management of the City's water resources. Scope includes installing a containerized reverse osmosis unit at the Santa Monica Urban Runoff Recycling Facility, constructing a below-grade municipal WWTF, and installing two below-grade stormwater harvest tanks at a seaside treatment plant on a constrained site.

Poseidon Water, Claude "Bud" Lewis Carlsbad Desalination Plant, Carlsbad, CA, Progressive Design-Build
Project Executive | Tony provided oversight on this $592M DB project to design and construct a new desalination facility within an existing power station and install 10 miles of 54-in. high pressure, steel conveyance pipeline through the cities of Carlsbad, Vista, and San Marcos, California. A pre-treatment system, reverse osmosis process, post-treatment system, pump station and tie-ins to the existing intake and discharge systems comprise the plant, which at the time of commissioning was the largest of its kind in the Western Hemisphere.

Charles Meyer Santa Barbara Desalination Plant, City of Santa Barbara, CA, Design-Build
Project Executive | Kiewit worked with IDE on this critical infrastructure project to restore and expand the existing facility for the benefit of the region. Kiewit served as the contractor and balance of plant designer providing civil, structural, mechanical, and electrical work, managing and self-performing most of the construction for the plant facilities on this $42M project.

JIM GOYER, DBIA

Senior Project Manager (Kiewit)

Years of Experience: 31

Professional Registrations/ Certifications:

- Professional Certification from the Design-Build Institute of America
- Florida General Contractor's License: # GC1525747
- Florida Underground Utility License 2019
- OSHA 30 Hours

Education:
B.S. in Construction Management,
Southern Polytechnic State University, 1990

REFERENCES

Miami-Dade County Public Works and Waste Management, Secondary Clarifiers Project –
Thomas Potok / Owner's Resident Engineer / 786-218-1455 / Tpotok@atlanticsapphire.com

Hillsborough County, Northwest Regional WWTP Project –
Kelly Kiner / Resident Engineer / 813-335-9541 / kinerk@hillsboroughcounty.org

Jim has experience with all facets of this Project and will be focused on the details that impact cost and schedule. He will work with the RBUD throughout preconstruction, construction, and commissioning to facilitate efficient constructability, maintainability, operability, durability, sustainability, and modularization.

"As Senior Project Manager, I am excited about the opportunity to work with RBUD to develop and deliver this important project. The fast-track schedule, scope of the RBUD WTF project, and the PDB delivery are what my project teams and I do best."

RELEVANT PROJECT EXPERIENCE

WWRF Biological Treatment DB, City of Largo, FL

Sr. Project Manager | This $58M project redesigned a WWRF to improve the biological treatment process to reduce the total nitrogen concentration in the effluent to meet FDEP requirements. It includes upgrades to primary clarifiers, retrofit to new BNR basins, new tertiary disc filters, RAS/WAS pump station, and chlorine contact. During the successful pursuit phase, Jim guided the overall strategy including staffing, pricing, and approach. Since project award, he has provided oversight, including making sure the project has adequate resources; is providing safe, quality solutions; and is meeting or exceeding client expectations. He is actively involved in client communication and partnering.

Secondary Clarifiers Plant 2 and Primary Clarifiers and Odor Control WTF Design-Bid-Build, Miami-Dade County Public Works and Waste Management, Miami, FL

Sr. Project Manager | Two of more than 80 projects undertaken as part of a 2013 consent decree with the EPA and the FDEP, these $22M and $50M projects, respectively, resolves problems rehabilitating the five RAS pump stations and constructing a new odor control building, two new RAS electrical buildings, and two new electrical substations for Plant 2 Secondary Clarifiers and replacing four primary clarifier mechanisms and related components and upgrading odor control scrubber systems, including upgrading buildings and rehabilitating influent and effluent lines for the Primary Clarifiers WTF. On both projects, Jim provided oversight, including making sure the project had adequate resources; was safe, provided quality solutions; and met and exceeded client expectations. He was actively involved in client communication and partnering.

Johns Creek Environmental Campus DB, Fulton County, GA

Sr. Project Manager | The $137M Johns Creek Environmental Campus in Roswell, Georgia is a 15-MGD DB advanced wastewater treatment facility on a 48-acre tract of land bordered by a residential subdivision and the Chattahoochee River. The facility uses an activated sludge treatment process using a membrane bioreactor as the major treatment system process. Jim acted as a senior company representative, with onsite responsibility for overall project administration, leadership, and technical direction. He was responsible for design management, procurement and permitting, total cost control, and buyout. He verified that all aspects of design met or exceeded the RFP and coordinated between the design team and the owner.

Northwest Regional WRF Expansion, Tampa, FL

Sr. Project Manager | This $49.3M expansion of an existing WWTP from 5 to 10 MGD involved construction of new headworks, biological treatment, clarifiers, filters, and reclaimed ground storage tanks, as well as start-up and commissioning services. Jim provided overall corporate oversight and coordination, including strategy and direction to the project managers and superintendents to assist with proper and timely completion of the project. He was actively involved in project start-up and commissioning.

MATT ALLEN, DBIA

Construction Project Manager (Kiewit)

Years of Experience: 24

Professional Registrations/Certifications:

- Professional Certification from the Design-Build Institute of America
- EIT (Engineer in Training)
- OSHA 10-Hour

Education:
B.S., Civil Engineering, Clemson University, 2000

REFERENCES

Miami-Dade County, WASD, Secondary Clarifiers Plant 2 & Primary Clarifiers and Odor Control WTF -
Aric Barto / PMCM Consent Decree Program Manager / 210-241-4379 / Aric.Barto@miamidade.gov

Santa Ana Pueblo, New Mexico, Santa Ana WWTP Expansion – MBR Treatment & Solids Handling Facilities -
Jerome Aigner, Sr. Project Manager / 505-917-4152 / jeromeaigner@hotmail.com

Matt has provided leadership on alternative delivery projects including CMAR, DB and PBD. Responsible for construction delivery, Matt will provide oversight for establishing roles and responsibilities, developing onsite team structures and procedures, preconstruction services including GMP development, value engineering and constructability reviews.

"Working side by side with the City to develop the right solution for this fast-paced progressive design-build project is both exciting and exactly the type of project our team has the experience to deliver."

RELEVANT PROJECT EXPERIENCE

Secondary Clarifiers Plant 2 & Primary Clarifiers and Odor Control WTF Design-Bid-Build, Miami-Dade County Public Works & Waste Management (WASD), Miami, FL
Project Manager | Two of more than 80 projects undertaken as part of a 2013 consent decree with the EPA and the FDEP, these $22M and $50M projects resolve problems rehabilitating RAS pump stations and constructing a new odor control building, RAS electrical buildings, and new electrical substations for 2.08 and replacing primary clarifier mechanisms and related components and upgrading odor control scrubber systems, including upgrading buildings and rehabilitating influent and effluent lines for 3.02. Matt's responsibilities included project oversight and resource analysis to facilities thoughtful team decision-making; client relations; and tight coordination with ongoing operations.

Riverside Park WRF Next Level of Treatment Membrane, City of Spokane, WA, CMAR
Project Manager | Phase I ($37M) included preconstruction and construction activities, upgrades to the existing facility; new construction of a chemical building, primary solids pump station, and a primary clarifier; as well as site work in preparation for Phase II ($100M), a new tertiary membrane facility capable of treating a continuous flow of 50 MGD. This included a new pre-treatment facility, a membrane building and large-diameter conveyance piping with flow monitoring. Matt managed and trained staff, interfacing with the owner and engineer, public relations support, support during the development of seven individual GMP packages through constructability and value engineering reviews, cost estimate development, and setting expectations for safety, quality and productivity.

Santa Ana Pueblo MBR and Solids Handling PDB, Pueblo Santa Ana, NM
Project Manager | This $18M, 0.8 MGD WWTP PDB project included a new lift station and 3,000 feet of conveyance pipeline to the new headworks facility, anoxic and aerobic basins and MBR, sludge dewatering, and associated electrical and controls. Work consisted of a new administration building, conversion of an existing SBR basin to an aerobic digester, site work and buried yard pipe. Matt was the client's single point of contact, with duties including constructability reviews, design management, scheduling, estimating, contract review and negotiation, change order and contingency management, cost controls, subcontractor management, and overall safety and quality control.

Permanent Canal Closure and Pumps DB, U.S. Army Corps of Engineers, New Orleans, LA
Sr. Project Engineer | On this $726.7M project designed by Stantec, Matt provided quantity and cost baselining, forecasting and intermediate milestones, cost estimating, and change order management. Project consisted of three separate closure structures and pump stations designed to block storm surges at three flood-prone canals. Work included architectural, engineering, permit support, procurement, construction, testing, project management, and quality control and commissioning.

BRIAN LAMAY

Design Manager (Stantec)

Years of Experience: 23

Professional Registrations/Certifications:

- Professional Engineer, State of Florida, No. 60142

Education:

Master of Engineering in Industrial and Systems Engineering, University of Florida, Gainesville, Florida, 2001

Bachelor of Sciences in Environmental Engineering, University of Florida, Gainesville, Florida, 1998

REFERENCES

City of Sunrise, Flamingo Park Water Main -
Tim Welch / Director of Utilities / 954-888-6077 / Tim.Welch@Sunrisefl.gov

City of West Palm Beach, WTP Preliminary Design and Equipment Pre-Selection -
Poonam Kalkat / Director of Public Utilities / 561-494-1157 / PKalkat@wpb.org

Brian has experience in the civil and environmental field, with an emphasis in the detailed design of WTP and WWTPs. He has designed designing pipelines, chemical feed systems, piping systems, wells, and pump stations. In addition, his responsibilities include design calculations and analysis, CAD specification writing, shop drawing review, interdisciplinary coordination, and project management.

RELEVANT PROJECT EXPERIENCE

Sunrise Engineering Services/Sawgrass WTP Expansion, Sunrise, FL

Mechanical/Process Engineer | In the expansion of this 12 MGD nanofiltration WTP to 18 MGD, the design included the addition of a two nanofiltration membrane trains and associated feed pumps, cartridge filters, and chemical feed systems. The design also included a corrosion inhibitor chemical feed system and revised sample piping and panel. Brian sized equipment and piping, developed detailed design CAD drawings, drafted technical specifications, and coordinated with other design disciplines, as necessary to complete the design. He performed engineering services during construction including process RFI responses and shop drawing review.

WTP Preliminary Design and Equipment Pre-Selection, West Palm Beach, FL

Engineer of Record | The preliminary design of upgrades to and expansion of the City's 47 MGD WTP were required as part of a Consent Decree with the Palm Beach County Health Department / EPA to implement membrane technologies for the treatment of surface water, which is the source of raw water for the City's WTP. He served as the lead process and civil design engineer, developing the preliminary sizing and design criteria for the process and civil components of the upgraded facility, providing coordination between design disciplines to develop a preliminary design report defining the design criteria for the new facilities to obtain permit approval.

Flamingo Park Wellfield and Raw Water Transmission Main, Sunrise, FL

Design Manager and Engineer of Record | Brian oversaw the design of four raw water wells (2,600 gpm each) and two miles of 16 to 36-inch raw water transmission main piping. The design included 500 linear feet of a horizontal direction drill of 36-inch HDPE piping to cross underneath a multi-lane Broward County roadway. The design also included an 18 MGD angerment facility to remove sand at the Sawgrass WTP, portable generator tie-down modifications at an existing wellfield, and well pump upgrade modifications at an existing wellfield. Brian coordinated the development of detailed design drawings among the different design disciplines, while completing the civil design, including development of detailed design drawings and technical specifications. Brian also provided technical leadership in coordinating with local City and County engineering, building, traffic, water management, and health departments to obtain all required construction permits. Following design, Brian served as the Resident Project Engineer for the construction of this $8.5 million construction project.

Rehabilitation of High Service and Transfer Pump Evaluation and Detailed Design, Margate, FL

Design Manager and Engineer of Record | Brian conducted the preliminary evaluation and detailed design of rehabilitation upgrades to the existing transfer pump station and high service pump station at the City's 20 MGD WTP. The design replaced five 50hp vertical turbine transfer pumps, two 125hp and three 250 hp variable speed high service pumps, piping and valves. Brian evaluated and designed the pump replacement, including providing recommendations on pipe sizing and pump type. He coordinated design disciplines, including structural, electrical and I&C. Brian oversaw permitting, bidding, and engineering services during construction.

HENRY PATEL

Finance Manager (Kiewit)

Years of Experience: 21

Professional Registrations/Certifications:
N/A

Education:
MBA, Finance, Accounting, International Management, Carnegie Mellon-Tepper School of Business, 2006

B.A., Computer and Information Sciences, University of Texas-Austin, 2000

REFERENCES

Meridiam Infrastructure, Long Beach Courthouse -
Olivier Garnier / Partner-Global Risk Officer / 347-419-4078 / O.GARNIER@meridiam.com

Virginia Department of Transportation, Elizabeth River Crossings -
Dusty Holcombe / Vice President, Northeast Region Leader, RS&H (former Deputy Director Office of Public-Private Partnerships, Virginia Department of Transportation) / 804-629-1989 / Dusty.Holcombe@rsandh.com

Henry has worked with government agencies and companies to help them understand and analyze key commercial and financial drivers for various infrastructure projects from the initial stages of project feasibility, through financial close and during construction. For the last 15 years, his work has been focused on P3s across North America which require private finance funding sources.

"I look forward to working with RBUD to develop a financial solution which provides a long-term value for existing and future Riviera Beach Customers. The innovative and fast-track approach RBUD has chosen to replace what was one of the most modern WTPs in the 1950s with one that will provide customers with high-quality, cost-effective drinking water for years to come is well aligned with the capabilities and strengths of the Kiewit-Stantec Team."

RELEVANT PROJECT EXPERIENCE

Central 70, Denver, CO, $1.2B DBFOM

Assistant Bid Director, Kiewit Meridiam Partners Board Alternate 03/2015 – present | Reconstruction of a 10-mile stretch of I-70. Henry assisted in the negotiation of advisor engagement letters, development of the financing plan, coordination with risk management on an insurance strategy, coordination with the consortium operator on the major maintenance approach and coordination with the equity members on the development of the SPV budget. Currently Henry is an alternate board member for the SPV, Kiewit Meridiam Partners.

Southwest Calgary Ring Road, Calgary, AB, $1.1B DBFOM

Assistant Bid Director 09/2015 – 09/2016 | Construction between HWY 8 and Macleod Trail SE of~ 31 km of trail reconstruction road upgrades. Henry developed the financing plan, coordinated with risk management on an insurance strategy, coordinated with consortium operator on the major maintenance approach and coordinated with equity members on the SPV budget development. He helped the team reach financial close by managing activities including Know Your Customer and financial close flow of funds.

Elizabeth River Crossing, Norfolk, VA, $2.1B DBFOM

Financial Advisor 03/2009 – 02/2012 | The Elizabeth River Crossing Project serves the huge and transient U.S. naval community in southern Virginia. The Project involves the rehabilitation of the Downtown and existing Midtown tunnels, the construction of the new parallel Midtown Tunnel, and the extension of the MLK Freeway/U.S. 58 to I-264. During the procurement of the project, Henry advised the Virginia DOT in its negotiations on an Interim Agreement and Comprehensive Agreement with a Macquarie led consortium. Additionally, Henry assisted in the development of a shadow financing plan and financial model. Henry was also involved in advising the owner through Commercial Close. Kiewit was a member of the design-build joint venture.

Long Beach Courthouse, Long Beach, CA, $500MM DBFOM

Financial Advisor, 11/2008 – 12/201 | The Long Beach Courthouse Project replaces the existing facility built in 1959 and consists of a new 545,000 sq. ft. multi-story facility accommodating 31 civil and criminal courtrooms. During the procurement of the project, Henry advised Meridiam in developing the SOQ in response to the RFQ, and in coordinating proposal development, reviewing the project documents and developing the financial plan and financial model during the RFP phase. Additionally, Henry assisted in the consortium reaching Commercial and Financial Close during a period of great uncertainty in the financial markets.

Mike Price
Process Design (Stantec)

Years of Experience: 45

Professional Registrations/Certifications:

- Professional Engineer No. 32080, State of California
- Grade 5 Water Treatment Operator No. 14149, State of California

Education:

Master of Science in Environmental Engineering, University of Illinois, Illinois, 1976

Bachelor of Sciences in Civil Engineering, University of Illinois, Illinois, 1975

REFERENCES

Westside Recycled Water Project Conceptual Engineering Design Services SFPUC -
Ravi Krishnaiah, P.E/ Senior Engineer Wastewater Enterprise, Engineering/ 415-242-2233 (work) 628-231-0021 (mobile) / rkrishnaiah@sfwater.org

Rinconada WTP Residuals Remediation Project, Santa Clara Valley Water District, San Jose, California – Santa Clara Valley Water District Treatment Plants Project Delivery Unit -
Patrick Carter, P.E., Senior Engineer/408-858-5495 / 408-630-2122 / D:408-630-2984 / PCarter@valleywater.org

Mike has over 40 years of experience specializing in the planning, design, construction, and operation of potable water supply, treatment, storage, and distribution facilities. His projects have utilized a variety of water treatment technologies, including conventional flocculation and filtration, high rate sedimentation/clarification, ozonation, membrane filtration, granular activated carbon (GAC) filtration, ultraviolet (UV) disinfection, and many different chemical feed systems. Mike is especially skilled at upgrading existing WTPs, having managed the design of upgrades to more than 20 WTPs in the past 25 years and serving in a technical role on many others. As described below, many of those projects include filter rehabilitation and/or construction of new filters.

RELEVANT PROJECT EXPERIENCE

Advanced Disinfection Workplan – Tesla Treatment Facility DB, San Francisco, CA

Project Manager **|** Mike managed an advanced disinfection work plan project to help San Francisco Public Utilities Commission (SFPUC) develop a strategy to comply with the Long-Term 2 Enhanced Surface Water Treatment Rule promulgated by USEPA. The new rule targeted better removal and/or inactivation of Cryptosporidium. This project evaluated approximately 20 disinfection alternatives at various locations along a 100-mile-long section of SFPUC's 315 MGD Hetch Hetchy Aqueduct System, resulting in construction of a new $115M UV disinfection facility at the Tesla Portal site halfway between the source and the City. Mike managed the preliminary design of the facility which was the based for DB lump sum bids. During the DB phase, Mike reviewed final design documents, reviewed construction submittals, responded to RFIs and assisted with start-up and commissioning of the systems.

Westside Recycled Water Project Conceptual Engineering Design Services, San Francisco, CA

Project Manager | Mike managed the process-related engineering for a $90 million, 4.3 MGD recycled water plant. The plant will replace dependence on an existing groundwater source for irrigation of park, zoo, and golf course. Secondary effluent from the existing Oceanside Water Pollution Control Plant will undergo microfiltration pre-treatment, reverse osmosis and UV disinfection. Other aspects to the project include the pumping and storage of both secondary effluent and finished water.

Green River Filtration Facility, Tacoma Water, Tacoma, WA

Design Manager **|** To comply with the Long Term 2 Enhanced Surface Water Treatment Rule, TW was required to either increase disinfection capability or install filtration. Based on a number of factors, including supply reliability, TW decided to construct a new $180M 150-MGD filtration facility. The facilities include flash mix, flocculation, sedimentation enhanced by plate settlers, high rate filtration, and mechanical dewatering with screw presses. Existing ozonation facilities remain in use as pre-ozonation upstream of coagulation. The project also included construction of two treated water reservoirs.

Rinconada WTP Residuals Remediation, Valley Water, San Jose, CA

Project Manager | SCVWD staff identified a number of issues with the operation of the residuals handling system at the 80 MGD Rinconada WTP since it went online in early 2016. As a result of the plant's function and location, near-maximum solids production can be expected to occur continuously over multiple months. Under this project, Mike's team updated the plant's solids generation estimates, identified deficiencies, evaluated alternatives for upgrading the system, and designed the recommended improvements.

DAVID URQUHART

General Superintendent (Kiewit)

Years of Experience: 37

Professional Registrations/Certifications:

- 30 HR OSHA
- 40 HR MOT Certified
- HASWOPER Training

Education:

College, U Mass Amherst, and Lowell, 1984

REFERENCES

Boynton Beach Utilities, Boynton Beach WTP Improvements, Ion Exchange Project -
Juan Cuesta / Staff Engineer / 561-329-5864 / cuestaj@bbfl.us

Dania Beach Utilities, Dania Beach WTP Nano Filtration Addition, Plant Upgrades Project -
Fred Bloetscher, Design / Finance Consultant 561-297-0744 / fbloetc@fau.edu

David has worked on water / wastewater projects since the mid-1980s. Over the last decade, he has worked on DB projects working closely with the owner, engineers, and project teams to plan out the safest most cost-effective solutions to all issues that come up throughout the project. Pre-planning work activities, verifying existing conditions and careful review of all documents are his strong points to consistently build a safe, efficient, and quality workmanship project, on time and on budget.

"I am very excited at the prospect of working on the RBUD WTP project. This fast-track, DB project for RBUD will allow me to utilize my local experience and contacts to build another award-winning project in South Florida."

RELEVANT PROJECT EXPERIENCE

As general superintendent for the projects below, David provided construction management and onsite field supervision and direction during construction. He established pre-planning work activities, verifying existing conditions and careful review of all documents, led meetings with subcontractors and construction supervisors to lead constructability reviews and to review progress of the work.

Boynton Beach, WTP Plant Upgrades, Boynton Beach, FL, Design-Build
General Superintendent | This $30M DB project constructed a 3-million-gallon ground storage tank and ion exchange basin, replaced existing high service pumps, added new repump system, replaced pipe gallery pneumatic valves with MOVs, replaced existing electrical system, modified the plant office, relocated the control room and added clinic offices.

Palm Beach Renewable Energy Facility #2, West Palm Beach, Design-Build
General Superintendent | This $120M DB project consists of sitework; utilities; construction of a LEED Platinum Visitor's Center, a tipping floor, a maintenance, an ash, and APC buildings; HVAC; low voltage electrical; fire protection system; and all architectural features throughout the project.

City of Dania Beach Nanofiltration WTP Addition Design-Build
General Superintendent | A $10M project which consisted of the construction of an expandable 2 MGD nanofiltration membrane process building and a degasified and chemical injection system and integrating the existing lime system controls into a new control room.

Savannah Harbor Expansion Project Dissolved Oxygen, USACE
General Superintendent | At two sites along the Savannah River, added new intake structures, bar screens and trash/fish removal traveling screens, 19 VT Pumps 10 oxygen generators, 12 speece cones to inject dissolved oxygen into the river water for fish during dredging operations for the harbor expansion.

Village of Wellington New RO/Plant Upgrades, Wellington, FL
Site Superintendent | This $14M project consisted of self-preforming concrete, yard piping, site work and mechanical for construction of a new RO building, clear well, degasified/scrubber system, lime silo and lime system, CO_2 injection, and chemical injection membrane building. The project included various types of dewatering to construct the clear well, process building and interconnecting piping. Socks were installed and utilized where feasible, as well as well points and open cut dewatering in areas with existing utilities. The project team self-performed demolition of existing lime silos and David oversaw integrating existing controls into a new controls system.

ALEX DRAK

Process Technology (IDE)

Years of Experience: 18

Professional Registrations/Certifications:

- Israel Organization of Consulting Engineers & Architects, License No. 12948712, Valid thru: 20/04/2022

Education:

Doctor of Philosophy, Department of Chemical Engineering, Technion Israel Institute of Technology, 2003

Master of Science, Department of Chemical Engineering, Technion Israel Institute of Technology, 2001

Bachelor of Science cum laude, Department of Chemical Engineering, Technion Israel Institute of Technology,1998

REFERENCES

Jamnagar SWRO
168,000 m³/day Plant
Chirag Panchal / Operation Manager / +91-9898668961 / chirag.m.panchal@ril.com

Lahat/Zion Cohen Brackish Water Desalination Plant from 20,000 m³/day to 42,600 m³/day
Yuval Hilb / Plant Manager / +972-537476527 / yhilb@mekorot.co.il

Alex is highly experienced process expert in the field of water treatment. He brings with him more than 18 years of extensive experience with specialization in High recovery reverse osmosis systems and the brine minimization treatment. Alex is the developer of the innovative MaxH2O Brine desalter process that brings in significant advantages with respect to CAPEX and OPEX. Alex is personally committed to seeing the project completion through successful conclusion. He has publications in various water related magazines or journals covering the High recovery RO aspects. Alex has presented the brine minimization technologies in International Water conferences.

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RELEVANT PROJECT EXPERIENCE

IDE Technologies. 2013-Present

Head of Process Engineering Team for Industrial Water Treatment (IWT) | Alex is a water treatment expert and as Process Department Lead, responsible for designing and commissioning IWT plants, including:

- Jamnagar SWRO 168,000 m³/day plant
- Connacher VC-250x2 500 m³/day plant
- Corpoelec MED 3,600 m³/day plant

Global Environmental Solutions (GES). 2008-2013

Chief Process Engineer | As process design team leader of retrofit and enlargement of desalination plants, Alex worked on the following projects:

- Palmahim seawater desalination plant from 120,000 m³/day to 250,000 m³/day.
- Lahat/Zion Cohen brackish water desalination plant from 20,000 m³/day to 42,600 m³/day.

Treitel Chemical Engineering Ltd. 2007-2008

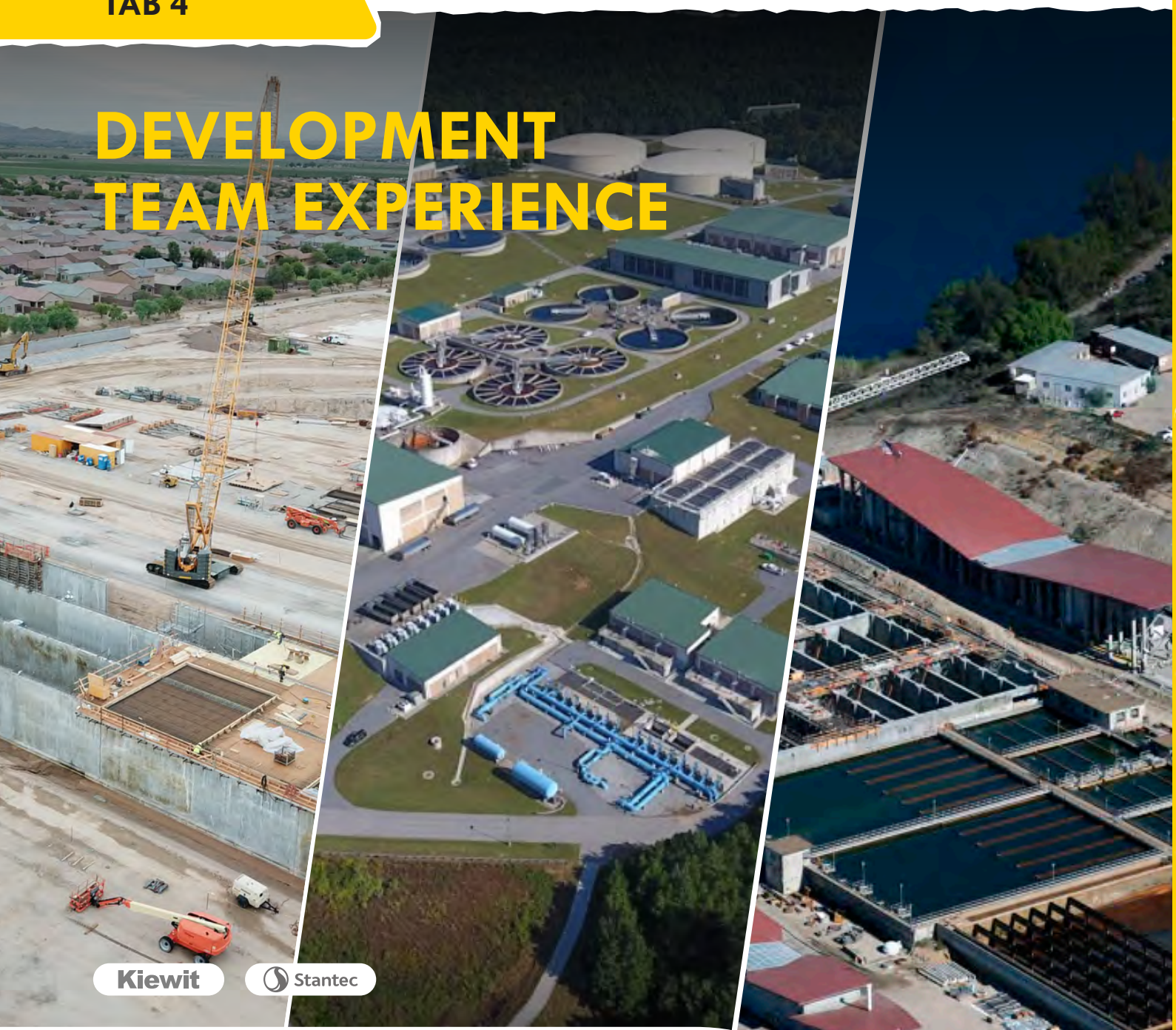
Process Engineer | Alex gained experience in reverse osmosis, ion exchange and activated carbon applications. He created detailed design, construction and operation of water purification systems, providing solutions for water technology problems.

Elgressy Engineering Services Ltd. 2002-2007

Water Technology Engineer | Alex was responsible for the development of scale electro-removal and scale prevention technologies. Investigation of nitrate and perchlorate electroreduction technologies. Applying electro-coagulation and electro-oxidation technology for wastewater treatment

TAB 4

DEVELOPMENT TEAM EXPERIENCE



Kiewit and Stantec have worked on 50 projects together, three of which are:

$105M BROADWAY ROAD WTP PDB

$250M F. WAYNE HILL WRC CONTRACTS 2 AND 4, AND ON-CALL

$130M MIRAMAR WTP

TAB 4: DEVELOPMENT AND TEAM EXPERIENCE

Section Overview

Kiewit is the largest design-builder in the United States (ENR 2021) and has completed over 800 water facility projects of all sizes ($1M to $592M) since the 1950s. With the inclusion of Stantec and IDE, we bring the right combination of experience, expertise, and Florida resources to deliver the RBUD WTF on schedule and on budget.

WATER QUALITY

In addition to our list of 10 projects (Exhibit 4-3), we have included additional relevant experience (Exhibit 4-4) that highlights our experience with the range of services RBUD needs to deliver the RBUD WTF. *Page 4-17*

WATER BY DEC. 2023

RBUD needs a team that has a track record delivering similar, complex PDB projects on time and on budget. Kiewit-Stantec has the right experience to mitigate schedule risk and ensure success. *Page 4-4*

PRIVATE FINANCING

Kiewit, Stantec and IDE have delivered $2B in water / wastewater DB and P3 projects. The Kiewit-Stantec Team has the proven, in-house experience and expertise with private financing on public projects up to $1B in size. *Pages 4-3 and 4-4*

COMMUNITY FOCUSED

The RBUD WTF project will secure long-term water sustainability for the Riviera Beach community. Our team includes local and M/WBE firms. We will mentor each firm to grow and succeed. *Pages 4-2 and 4-13*

Firm Backgrounds of a Local Team

The members of this team presented in **Exhibit 4-1** have proven industry experience and knowledge of the Florida water treatment and delivery market required to deliver optimal results to RBUD.

Exhibit 4-1 / The structure and composition of our team provides RBUD with the ability to deliver the new RBUD WTF.

Firm, Role	Company History	Years in Business	Principal Place of Business	Legal Structure
Kiewit Water Facilities Florida (Kiewit) / Kiewit Corporation Design-Builder / Design and Project Management / Lead Constructor / Commissioning	Kiewit is a subsidiary of Kiewit Corporation. Kiewit Corporation began in 1884 and has grown to be one of the leading construction and engineering firms across North America. Kiewit affiliates have been constructing water projects in Florida since the 1980s.	137	Kiewit – Miami, FL Kiewit Corp. - Omaha, NE	Kiewit Corporation is a privately held, 100% employee-owned company. Kiewit, the proposer, is a subsidiary of Kiewit Corp.
Kiewit Development Company (Kiewit Development) Financing Lead / Legal Representation Lead	Kiewit Development was formed to develop, raise financing, and invest equity in P3 projects. Kiewit Development is staffed with 24 P3 professionals with backgrounds in investment banking, legal and technical.	12	Omaha, NE	Kiewit Development is a subsidiary of Kiewit Corp. and affiliate of Kiewit Water Facilities Florida
Stantec EOR/Design/ Permitting/Value Engineering and Services during Construction/ O&M Manuals/Start-up Assistance	Stantec is a respected firm consulting in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics.	67	Edmonton, Canada West Palm Beach, FL Office	Publicly Traded Corporation

Firm, Role	Company History	Years in Business	Principal Place of Business	Legal Structure
IDE Technologies Ltd. (IDE) Process Design / Water Treatment System Engineer and Equipment Supply / Process Technology Development, Process Design, Long-term Service Operation / O&M Consulting	Founded in 1965, IDE is internationally recognized as a pioneer and leader in the delivery of advanced water treatment solutions.	56	Carlsbad, CA	IDE Americas, Inc. is a wholly owned subsidiary of IDE Water Assets Ltd.
BFA Environmental, Inc. (MBE) Hydrogeological and engineering support	Founded in 1994, BFA is an environmental consulting firm licensed in Florida to provide professional engineering, geological and land surveying services.	27	Orlando, FL	S-Corp
Brown & Philips, Inc. (SBE/MBE) Land Surveying	Brown & Phillips provides professional land surveying services, which includes legal descriptions, boundary surveys, topographic surveys, hydrographic surveys, tree surveys, construction layout, condominium documents, record drawings, expert witness testimony, GPS surveying and all facets of platting to clients in the public and private sectors.	28	West Palm Beach, FL	S-Corp
MCO Construction (MBE) GMP estimating, project scheduling	MCO is a construction management company specializing in estimating and providing P6 and project control staff.	28	West Palm Beach, FL	C-Corp
River to Tap (R2T) (SDB/WBENC) Underground Pipe/Existing Piping Modifications	R2T is a woman and minority-owned small engineering and construction firm providing engineering and construction services for water and wastewater utilities in the Southeastern United States. They are a licensed engineering and construction company in Florida.	16	Palm Beach Gardens, FL	S-Corp
RADISE International, LC (M/WBE) Geotechnical Engineering, Materials Testing, QC Inspections	RADISE covers all aspects of geotechnical and construction materials testing services and inspections services. RADISE's proven and experienced project management team has a track record of on time and within budget success, providing engineering services directly to local Towns, Cities and Counties, including Palm Beach County Engineering and Public Works Department; and City of Riviera Beach.	24	Riviera Beach, FL	LLC
The Merchant Strategy, Inc. (DBE/ACDBE/SWBE/SBE) Wealth Building & DBE Outreach	TMS is a small business owned and operated by the company president, Sharon Merchant, a former State Representative, and lifelong resident of Palm Beach County. She provides the essential skills, relationships, and experience to help clients communicate effectively, build support and cut through government red tape.	18	West Palm Beach, FL	S-Corp
Valerin Group, Inc. (S/WBE) Public Involvement and Relations	Valerin is a communications firm headquartered in Tampa with additional offices in West Palm Beach, Fort Lauderdale and Orlando specializing in public engagement, community outreach, marketing, graphic design, website and mobile app development, multimedia, video production, visualizations, aerial drone imagery and trilingual services.	14	West Palm Beach, FL	S-Corp

DB / P3 Experience for Water Treatment and Conveyance

Design-Build Experience

Kiewit (ENR's 2021 No. Design-Builder) will be the Design-Build entity, single point of contact for RBUD and single point of responsibility as it relates to contractual obligations for the Project. Kiewit is strategically subcontracting to **Stantec (ENR's 2021 No. 10 Design Firm)** for the design and Stantec will be the engineer-of-record, joining our depth of resources and experience shown in **Exhibit 4-2** to deliver the RBUD WTF.

Kiewit is the 2021 ENR National Top Design-Builder with more than $8B in DB revenues in 2020 and more than $70B in DB projects in the last 20 years. We are a charter member of the Design-Build Institute of America (DBIA) and active member of the Water Design-Build Council (WDBC). Kiewit was the design-builder and IDE the process designer/operator for the DBIA National Project of the Year $592M Carlsbad Desalination WTP PDB/P3– the only time a W/WW treatment project has received that coveted award. The highly complex project was advanced from 5% design to final completion in 36 months.

Stantec is active in the DBIA and WDBC and has designed more than 1,500 treatment plants, more than any engineering firm in the world over the past 20 years. Kiewit with Stantec or IDE has delivered nearly $2B in water/wastewater DB projects together.

Exhibit 4-2 / The Kiewit-Stantec Team is locally based with Florida project experience in all areas required by the RFQ.

DETAILS	KIEWIT and affiliates	STANTEC
Water Industry Association Engagement	Charter member of DBIA and member of WDBC. Individual memberships with WEF and AWWA and other national and regional water associations. Henry Patel is Chair of the Water Committee for AIAI – focusing on P3 delivery of water projects.	Corporate member of DBIA, WDBC, WEF, AWWA, NACWA, AMWA, NFBPA
Total number of employees	27,000	22,000
Local (Florida) number of employees	2,700	700
Years in business	137	66
Years in water & wastewater	70	66
Years working locally	49	48

Kiewit, Stantec and IDE have delivered nearly $2B in water/ wastewater DB and P3 projects together

— projects of all sizes including:

- $85M Broadway Road WTP PDB
- $87M SWIP PDB / P3 Project
- $457M San Fernando Groundwater Remediation WTP PDB
- $592M Carlsbad Desalination PDB
- $727M PCCP Pump Stations DB

"Kiewit's approach to Progressive Design-Build on our project is working very well and has helped us avoid surprises. The Task Force meetings are strategic and efficient; allowing busy people to get back to work. Kiewit's approach works well and helps us stay on top of decisions. Kiewit tailored their dashboards to our needs. Everyone on the project team has access to the information they need to make timely decisions. Kiewit was the right choice for this complicated project."

- Kurt Wells

–Water Engineering and Technical Services, Group Manager - Project Management $457M San Fernando Groundwater WTP PDB

(Stantec was Lead Designer)

P3 Experience

We work with owners, clients and subcontractors to determine an optimal allocation of risks associated with P3 projects, including financing, design, procurement, permitting, construction and commissioning - providing peace of mind to clients and ratepayers.

Simplified Risk Management – Sr. Project Manager Jim Goyer will work directly with RBUD, providing a single point of contact to develop, design, and build a plant that meets the City's potable water requirements. Kiewit will use its experience in global financial markets to attract and leverage the lowest cost financing for RBUD and City. With access to stable funds to provide any necessary equity to supplement debt capital, we are the City's best choice to develop an optimal financing plan and to ultimately design and construct a facility that will deliver high-quality potable water on or before December 1, 2023.

Development Experience – Kiewit Development has one of the largest development teams in the North American P3 market. Our financing activities will be led by Henry Patel, who brings 15 years of P3 experience to the RBUD WTF Project. Kiewit has reached financial close on more than 20 large-scale P3 transactions spanning all asset classes and has a North American portfolio of eight P3 projects with an aggregate capital cost of $7B. We have pursued over 25 projects obtaining financial commitments of more than $17B from bank lenders and the debt capital markets. We develop infrastructure projects as demonstrated by our $314M of total equity commitment and investment that we have made to date together with our partners.

Kiewit-Stantec team members have completed privately financed projects for large-scale water treatment facilities

KIEWIT DEVELOPMENT COMPANY FACTS AND FIGURES

TOTAL PROJECT VALUE*	$7B
TOTAL PROJECT FINANCING*	$3.4B
EMPLOYEES	24

*That Kiewit Development Company reached financial close on (USD)

- First US Availability based P3 Project to Secure an A- rating from S&P and DBRS
- First North American P3 with a First Nations (Canadian Natives) equity investor

Delivering Solutions with IDE

Kiewit and IDE delivered an accelerated schedule on the Claude "Bud" Lewis Carlsbad Desalination WTP Progressive P3 project. IDE implemented state-of-the art energy recovery technology. Their process plan used recycled carbon dioxide in the water treatment process. The project was designed and built on a site of under six acres – less than 30% the size typically required for a facility of this type. This site optimization allowed the project to be built within the existing Encina Power Station site and avoid additional costs of land acquisition and potential corresponding environmental impacts. It was the first major infrastructure project in California to completely neutralize its footprint.

Working with IDE, Kiewit reviewed various treatment process options. After considering factors including long-term O&M costs, construction cost and schedule implications, and operational impacts (power and chemical consumption), the team decided on reverse osmosis membrane technology. IDE's design uses 16,040 RO membranes in 2,200 pressure vessels to provide a drought-proof 54MGD water supply that, blended with water from other sources, can serve up to 400,000 residents.

Experience Delivering Projects Together

Kiewit, Stantec and IDE have designed, permitted, constructed, commissioned and in some cases, operated large-scale treatment facilities throughout the U.S. **Exhibit 4-3** showcases this experience; additional details to answer RFQ requirements are on project description pages.

Exhibit 4-3 / More details of our reference projects listed below and their requirements are provided in their project descriptions on the following pages.

Project Name a. Contact	b. Location	c. Type / Size / Use	d. Life-span	e. Firms and Personnel	g.and i. Timeline / Schedule	h. Cost / Finance Approach	i. Final Cost	i. Change Orders
Carlsbad Desalination WTP PDB Patrick Crain (760) 655-3994 pcrain@poseidon1.com	Carlsbad, CA	• Membrane Seawater Desalination Plant/ AWTP • 54 MGD	50 years	• Kiewit, IDE • T. Joyce / W. Searles / A. Drak / S. Gilmore	12/2012 - 2/2015 Ontime Delivery	P3, Progressive DBFOM / long term tax-exempt bonds & private equity	$592M	Y
Broadway Road WTP PDB Dave Nigh (623) 349-6174 dnigh@buckeyeaz.gov	Buckeye, AZ	• Water Treatment Campus / 16 MGD / Drinking water treatment	50 years	• Kiewit, Stantec • Tony Joyce, William Searles, Mike Price	1/2018 - 3/2022 Ontime Delivery	Cost plus reimbursable, PDB / Municipal Bonds	$105M	N
San Fernando GW Remediation PDB Regina Peng (213) 367-4976 regina.peng@ladwp.com	Los Angeles County, CA	• 2 Water Campuses • 50 MGD and 25 MGD • Extract water from GW wells	20-30 years	• Kiewit, Stantec • Tony Joyce, William Searles, Mike Price	10/2019 - 6/2023 Ontime Delivery	Mixed price for various scopes, PDB / Municipal Bonds	$467M	Y
Cape Coral RO WTP DB Jody Sorrels (239) 242-3227 jsorrels@capecoral.net	Cape Coral, FL	• Low Pressure RO • 36 MGD • Residential and commercial water	50 years	• Stantec • Hal Schmidt, Mike Price, Craig Kaltenbach, Shana Wygonik, Neil Johnson	2/2007 – 2010 Ontime Delivery	Utility assessments, capital charges, low interest loans, connection fees	$90M	Y
Hemphill Chattahoochee WTP PDB Scott Miller (404) 597-2643 jsmiller@atlantaGA.gov	Atlanta, GA	• Water Campus • 136 MGD and 68 MGD • Upgrade two existing WTFs.	50 years	• Kiewit, Stantec (MWH) • Mark Latham	6/2003 - 6/2006 Ontime Delivery	PDB w/ GMP / Municipal Bonds	$34.4M	N
Shoal Creek WTP Conrad Gelot (retired) (678) 376-6700 cgelot@yahoo.com	Buford, GA	• Water Campus • 75 MGD • Raw water source filtration	50 years	• Kiewit • Mark Latham	10/2001 - 9/2005 Ontime Delivery	GMP Lump Sum, Bid-Build/GC / Municipal Bonds	$102M	N
F. Wayne Hill WRC Justin Garmon (678) 376-2099 justin.garmon@gwinnett.com	Buford, GA	• WRC Campus • 60 MGD • Water Reclamation	50 years	• Kiewit, Stantec (MWH) • T. Joyce / N. Black / M. Latham	4/2013 – Current Ontime Delivery	GMP Lump Sum & CMAR / Municipal Bonds	$242M	N
Central-70 P3 Bob Hays, 303-913-3085 Robert.hays@state.co.us	Denver, CO	• Transportation infrastructure • $50MM in Major Utility Work	75-100 years	• Kiewit • H.Patel / S.Gilmore / L. Green / A.Guna	10/2017 - 9/2022 Ongoing	P3, DBFOM / long term tax-exempt bonds, TIFIA & private equity	$844M	Y
SFPUC Tesla WTP UV Facility DB Enio Sebastiani 650-652-3116 esebastiani@sfwater.org	Tracy, CA	• WTP Campus • 315 MGD • Drinking water treatment	50 years	• Stantec • Mike Price	2008 – 2011 Ontime Delivery	Bond Measure, DB	$87M	Y
Vineyard / Surface WTP DB Kerry Schmitz (916) 874-4681 schmitzk@saccounty.net	Sacramento, CA	• WTP Campus • 50 - 100 MGD • Treat Sacramento River water	50 years	• Stantec • Mike Price	2008 – 2011 Ontime Delivery	Sale of Municipal bonds, DBB	$207M	Y

Kiewit with IDE engineered, constructed, procured and commissioned the largest desalination plant in the Western Hemisphere in less than three years and saved the client $25 million.

Claude "Bud" Lewis Carlsbad Desalination WTP Progressive Design-Build Finance P3

Poseidon Water, Carlsbad, CA

CLIENT CONTACT
Patrick Crain, VP
Poseidon Water
(760) 655-3994
pcrain@poseidon1.com
17011 Beach Blvd., Ste. 900
Huntington Beach, CA

PROJECT ADDRESS
4600 Carlsbad Blvd, Carlsbad, CA 92008

FACILITY TYPE / SIZE / INTENDED USE
Membrane Seawater Desalination Plant / 54 MGD / AWTP

LIFESPAN
50 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Kiewit Shea JV, Tony Joyce, Kiewit Project Executive, Billy Searles, Preconstruction
IDE – Plant Process Design – Alex Drak- Process Designer
Arcadis – Plant Design
TetraTech – Pipeline Design

DEVELOPMENT/ CONSTRUCTION TIMELINE
Contract award 12/2012
Start date 12/2012

BUDGET & SCHEDULE
Original Budget/Actual Cost: $573.5M / $592.4M
Original/Actual Schedule: 12/2012–12/2015 / 12/2012–12/2015
No. of Change Orders: 10 (Client modified pipeline routing)

Designed, permitted and constructed in less than three years, the $592M Claude "Bud" Lewis Carlsbad Desalination Plant is the largest in the Western Hemisphere and one of the largest in the world. It treats 104 MGD of seawater to produce up to 54 MGD of potable drinking water. The Kiewit-led team with IDE provided engineering, permitting, procurement, construction, and commissioning for the desalination facility (pre-treatment system, reverse osmosis membranes (RO) process, post-treatment, pump station, and tie-ins to the existing intake and discharge systems); high-pressure, 10-mile conveyance pipeline; associated upgrades to existing facilities, new Admin. Bldg. and commissioning efforts.

Benefits and Innovations | Our value engineering saved the client $25M by rearranging site layout, reducing equipment by maximizing gravity flow post-treatment, reducing concrete by minimizing holding tank volumes, and optimizing piping, mechanical, and electrical and structure sizes to reduce scope and quantities. Through meetings with permitting agencies, the client and the designer, we mitigated a potential 9-month schedule delay and used "permit-only" design packages to gain early approvals for site work. The project was advanced from 5% to 100% completion in less than 36 months.

Phase I preconstruction efforts reduced quantities, optimized design, mitigated scope growth and expedited the schedule. Key senior construction managers provided constructability feedback and value analysis to plan the work months in advance of field work.

Development Cost and Financing Approach | Kiewit supported development efforts through a Phase I PDB contract – and ultimately worked towards a GMP with fixed-price/schedule DB delivery to obtain performance-based guarantees on water quality, quantity, power consumption and chemical usage while delivering a reliable water source in the shortest timeframe. Kiewit financially guaranteed the performance of the DB team in contract performance and financial obligations.

Project Relevance |

- PDB/Design-Build for fast-track delivery of high-quality potable water
- Advanced water treatment technology – membranes, RO treatment
- Long-term private financing / New Administration and Maintenance Bldgs.
- Pump stations/ 10-mile distribution pipeline through city streets

Project Awards | DBIA National Award of Excellence & Project of the Year; DBIA National W/WW Excellence Award, Global Water Intelligence Desalination Project of the Year; ACEC Engineering Excellence Honor Award & Grand Award

The Broadway Road Water Campus Progressive Design-Build project is the largest capital improvement undertaking in the City's history.

Broadway Road WTP Progressive Design-Build

City of Buckeye, AZ

CLIENT CONTACT
Dave Nigh, Water Resources Director
(623) 349-6174
dnigh@buckeyeaz.gov
530 East Monroe Avenue, Buckeye, AZ 85326

PROJECT ADDRESS
Broadway Road between Apache Road and Watson Road, Buckeye, AZ 85326

FACILITY TYPE / SIZE / INTENDED USE
Water treatment - water campus, wells, and associated distribution systems /expandable up to 16MGD / Expandable WTF and campus

LIFESPAN
50 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Kiewit-Haydon JV – Haydon welding & pipeline; Kiewit plant construction
Tony Joyce, Kiewit Project Executive
Stantec – engineer and design
Mike Price, Stantec Process Design

DEVELOPMENT/ CONSTRUCTION TIMELINE
Contract award 09/2017
Construction start date 1/2018

BUDGET & SCHEDULE
Original / Actual Budget: $106M / $105M
Original / Actual Schedule: 1/2018 - 3/2022 / 1/2018-3/2022
No. of Change Orders: 0

This multi-phase project to expand the City's water production capacity consists of the Jackie A. Meck Water Campus, wells and associated distribution systems. The scope includes a Water Campus Master Plan and Design Report to expand to 16 MGD. Major scope includes a new four MG reservoir, construction of three new well sites, 15,000 linear feet of transmission piping, a booster pump station, multiple surge tanks and a pressure reducing station. This $105M Project includes a treatment waste stream analysis to determine the most efficient disposal of plant effluent. The 10-acre water campus will also contain a building to house all arsenic treatment process equipment, as well as electrical and chemical feeds.

Benefits and Innovations | As the lead designer on the Kiewit-Haydon JV, Stantec helped plan the water supply and treatment systems for the project and design emergency replacement project elements. As of the naming ceremony, 3 wells and a 4-million-gallon freshwater reservoir are operational, replacing failing infrastructure. Planning elements include a hydrogeologic model to identify the best locations for quality and quantity of the wells, and a service area master plan informing size collection and finished waterlines, pump station sizing, and treatment needs for near- and long-term expansion. The team also completed a pilot study comparing reverse osmosis treatment technologies to reduce brine.

During design, there was a need for emergency work for design and construction of two new well-sites and associated pipelines that we connected to the client's existing treatment facility. We mitigated additional cost in construction by participating in constructability reviews of the progressing design.

Development Cost and Financing Approach | The construction estimate and budget were completed prior to the final design for the well sites. The typical process is to estimate construction after the design has been approved, which could take an additional 2-3 months. In this case, the two emergency wells' long lead equipment procurement and construction immediately started after the plans were signed. / Contract Payment Type: Cost Plus Reimbursable / Funding Type: Local.

Project Relevance |

- PDB / Design-Build for fast track schedule
- Advanced Water Treatment Process/Membranes
- Pump Station/Distribution
- Expandability
- Water Treatment Campus

Part of LADWP's long-term plan to replenish and restore the San Fernando Groundwater Basin, this project is on two separate sites, along with rehabbing a functioning 25-MGD facility in a residential neighborhood.

San Fernando Groundwater Basin Remediation Progressive Design-Build

Los Angeles County, CA

CLIENT CONTACT
Regina Peng, Project Manager
213-367-4976
regina.peng@ladwp.com
LADWP, 111 North Hope St.
Los Angeles, CA

PROJECT ADDRESS
Multiple in Los Angeles County

FACILITY TYPE / SIZE / INTENDED USE
Water campus / 50 MGD and 25 MGD / 115 wells, piping, pump stations, treatment facility water supply

LIFESPAN
20 - 30 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Kiewit, Stantec
Tony Joyce, Kiewit Project Executive, Billy Searles, Preconstruction
Mike Price, Stantec Process Design

DEVELOPMENT/ CONSTRUCTION TIMELINE
Contract award 8/2019:
9/2020 – ongoing (est. 06/2023)

BUDGET & SCHEDULE
Original / Actual Budget:
$457M / $457M
Original / Actual Schedule:
Design: 10/2019-3/2021 / 10/2019-03/2021
Construction: 9/2020-12/2023 / 9/2020 – 6/2023
No. of Change Orders: 21
(Owner initiated design-related changes to contract scope)

Eighty percent of LADWP's groundwater resources come from the Basin, up to 87,000 AFY. Of 115 groundwater wells installed, 85 are unusable due to contamination with heavy metals and volatile organic compounds. This $457M project extracts water from two sets of existing, non-producing groundwater wells, new plants will treat 50 MGD and 25 MGD of groundwater, respectively. Kiewit installed 6,500 ft. of raw-water pipelines, constructed UV buildings, rehabilitated 14 wells and added several pumps. The facilities contain purge systems, pre-treatment separators, 10 ultraviolet advanced oxidation process reactors, three liquid phase granular advanced carbon (GAC) systems with 54 new GAC vessels, and post-treatment systems that provide chlorination, ammonization and fluoridation.

Benefits and Innovations | Early in the design, the team setup design task forces and held regular design-build workshops attended by the designer, builder and client to work through discipline-specific concepts as the design advanced to 60 percent. Task forces examine and assess construction and schedule options to arrive at the best-value solution that blends construction, design and operations considerations. One successful outcome is the use of using auto-strainers instead of the original design using cartridge and sand filters; auto-strainers capture solids through a series of stacked screens and produce results just as effective. Because the auto-strainers do the same work with fewer components and a smaller footprint, the change reduces both capital and maintenance costs over the life of the facilities.

Development Cost and Financing Approach | The Kiewit team created a series of Alternative Technical Concepts that outlined ideas for value engineering, innovation and betterments. Of the more than $52M in potential savings for the client, more than $36M has been accepted into the project scope as it reaches design completion. /

Contract Payment Type: PDB w/ GMP / Funding Type: Local and State

Project Relevance |

- Progressive Design-Build w/ GMP Development
- Groundwater/Wells – Administration - Maintenance
- Value Engineering
- Team Collaboration
- UV and Pre-filters

Stantec provided a solution to Cape Coral that resulted in award-winning drinking water that continues to surpass all federal and states drinking water standards.

Cape Coral RO Water Treatment Plant Design-Build

City of Cape Coral, FL

CLIENT CONTACT
City of Cape Coral
Jody Sorrels, Assistant Utilities Director
(239) 242-3227
jsorrels@capecoral.net

PROJECT ADDRESS
815 Nicholas Parkway, Cape Coral, FL 33990

FACILITY TYPE / SIZE / INTENDED USE
Low Pressure Reverse Osmosis/ 12 MGD (Expandable to 36 MGD) / Domestic water residential and commercial uses

LIFESPAN
50-years production of finished water to meet the projected customer demands within the service area. The membranes have had a service life of 7 to 10-years; mechanical/electrical equipment designed for a 25-year service life

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Stantec
Hal Schmidt, Mike Price, Craig Kaltenbach, Shana Wygonik, Neil Johnson

DEVELOPMENT/ CONSTRUCTION TIMELINE
February 2007 (Design initiated) to January 2010 (Construction completed and plant commissioned)

BUDGET & SCHEDULE
Original / Actual Budget: $96M / $90M
Original / Actual Schedule: 2007 – 2011 / 2007-2011
No. of Change Orders: 7 (Owner initiated scope modifications)

Stantec provided evaluation, design, permitting and construction management of a new reverse osmosis WTF for the City of Cape Coral. The new facility would treat brackish groundwater from the Lower Hawthorne aquifer to potable water standards. The facility was constructed in a phased approach with an ultimate capacity of 36 MGD (136,800 m3/d) of delivered finished water at build out. The initial design capacity for the first phase of the facility is 12 MGD (45,600 m3/d).

Benefits and Innovations | The project included 22 new raw water wells, raw water transmission mains, a low pressure reverse osmosis WTP, a potable water transmission main to connect to the existing distribution system and one deep injection well for concentrate disposal. Other improvements included a 2.5 MG finished water ground storage tank, high service pumping, chemical storage/feed, and associated appurtenances. The plant buildings, piping, and other infrastructure were designed and constructed to accommodate future plant expansion to 24 MGD (91,200 m3/d), with an ultimate capacity of 36 MGD (136,800 m3/d).

Initially, Stantec conducted a detailed water quality and feasibility study to determine the existing and future raw water quality. All data was then subsequently used to assess current raw water quality and to predict future water quality to ensure the robustness of the process design over time. Stantec was responsible for obtaining the various water supply, water treatment, and construction permits necessary for the project.

Development Cost and Financing Approach | The financing approach to this construct facility consisted of the following funding mechanisms: utility assessments, capital charges, low interest loans, and connection fees.

Project Relevance |

- Reverse Osmosis
- Raw Wells
- Delivery of high-quality drinking water
- New facility and facility upgrades
- Future Expansion

Project Awards | 2017 Cape Coral "Best Tasting Drinking Water" in Region V; 2016 "Outstanding Membrane Plant Award" for the large plant category from the Southeast Desalting Association

The Kiewit-led team worked to mitigate risk while performing improvements to the City's two primary WTPs. The City trusted the Kiewit team to upgrade and integrate the system without interruption to operations.

Hemphill & Chattahoochee WTP PDB

City of Atlanta Construction Management Group

CLIENT CONTACT
Scott Miller, Facilities Section Manager
City of Atlanta Construction Management Group
(404) 597-2643
jsmiller@atlantaGA.gov
2490 Coronet Way, Atlanta, GA 30318

PROJECT ADDRESS
2490 Coronet Way, Atlanta, GA 30318

FACILITY TYPE / SIZE / INTENDED USE
Water campus / treatment, piping, pump stations / 136 MGD/ water supply

LIFESPAN
50 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Kiewit - Hartman & Assoc., (TetraTech) JV, MWH (Stantec)
Mark Latham

DEVELOPMENT/ CONSTRUCTION TIMELINE
Contract award 5/2003; NTP 6/2003
Construction started 6/2003

BUDGET & SCHEDULE
Original / Actual Budget: $33.1M / $34.4M (See Change Order below)
Original / Actual Schedule: 6/2003-12/2006 / 6/2003-12/2006
No. of Change Orders: 1 (Owner initiated additional scope)

The City of Atlanta had three primary objectives when choosing the team for upgrades within two existing WTFs: Shorten the construction schedule inherent with Design-Bid-Build construction; maintain operations of the existing plants during construction; and ensure their projects were built within the allocated budget. The Kiewit affiliate-led DB team worked together to meet the Owner's project objectives all the while fulfilling the Design-Builder role of providing value engineering analysis, construction document development, integrated construction and engineering schedules, and general contractor services.

Working in two existing 136MGD and 65MGD facilities without compromising operations was our team's number one priority. Careful planning and deliberate communications with operations was critical to the successful project. Work items common to both facilities included the replacement of the alum, clay, lime, PAC, fluoride, phosphoric acid, and potassium permanganate chemical feed systems. Also, new polymer and calcium hydroxide feed systems were added to both plants. For a combined total of 30 filters between both plants, the DB team replaced existing filter valves, actuators, motor control centers and electrical feeds for the filters. In total, over 350 valves were replaced ranging in size from 24" to 36" in diameter.

Benefits and Innovations | There was risk performing concurrent construction retrofit upgrades to the two primary WTPs. By collaborating on design and construction documents and working with operations staff from day one for trouble-free start-up, this project was completed on time, within budget, and without interruption to operations.

Development Cost and Financing Approach | Through value engineering, Kiewit identified opportunities through design and construction to improve design and assure start-up on time and within budget. / Contract Payment Type: GMP Lump Sum contract / Funding Type: Local

Project Relevance |

- Progressive, Fast-track delivery
- Delivery of high-quality drinking water
- Filters/Membranes
- Value Engineering
- Uninterrupted Service

Kiewit addressed Gwinnett County water shortage issues with the construction of a 75 MGD WTP while saving the county money in the process.

Shoal Creek WTP

Gwinnett County, GA

CLIENT CONTACT
Conrad Gelot PE, Gwinnet County, Director of Engineering (retired)
(678) 376-6700
cgelot@yahoo.com
3509 Spain Rd., Snellville, GA 30039 (home)

PROJECT ADDRESS
1755 Buford Dam Road, Buford, GA

FACILITY TYPE / SIZE / INTENDED USE
WTP/75 MGD/raw water source filtration for 800,000 customers

LIFESPAN
50 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Kiewit affiliate WSCI
Mark Latham

DEVELOPMENT/ CONSTRUCTION TIMELINE
10/2/2001 - 9/30/2005
Owner-initiated CO - project enhancements by design engineer and value engineering. Project completed under budget.

BUDGET & SCHEDULE
Original / Actual Budget: $102M / $102M
Original / Actual Schedule: 10/2001-10/2004 / 10/2001-9/2005 (See Change Order below)
No. of Change Orders: 1 (Deductive change order for value engineering enhancements)

Gwinnett County was short in meeting their population's water demands. The construction of the new 75 MGD WTF included 1.2 cy of excavation, nearly four miles of buried ductile iron yard pipe, and approximately three miles of buried large-bore steel pipe. The Kiewit-led team constructed two 4-million gallon raw water equalization basins, a pre-ozone facility, two 2-stage rapid mix basins, three 3-stage flocculation basins, six gravity filters and associated operations center, two 9.2 million gallon finished water clearwells, a high service pump station, bulk chemical storage facility, and 3 million gallon waste backwash and filter-to-waste equalization basin. The 75-mgd Shoal Creek Filter Plant in Gwinnett County, Georgia, treats raw water sourced from Lake Lanier to produce drinking water for more than 800,000 customers.

The ozone system is sized for 1 log removal credit of Cryptosporidium. Three Ozonia generators rated at 2,400 PPD produce ozone (O3) by passing pure oxygen through a 4,000-volt DC electrical discharge. The gas is then introduced through a side stream injector into an external J-tube applicator for mixing with raw source water. The ozonated water flows through two 1-million-gallon serpentine baffled contactors (with a 15-minute contact time) for disinfection and oxidation. Unused and unreacted ozone gathers in the upper levels of the contactors, where it is collected and passed through a thermal and catalytic ozone destruct unit for environmentally safe discharge well below EPA guidelines.

Benefits and Innovations | Best value-oriented constructability reviews yielded many value engineering solutions for the project. From NTP, thought and focus was placed on trouble-free start-up and commissioning. Because of the proximity of the project to a neighborhood, consideration to traffic and construction noise was planned into this project. Through value engineering and enhancements, this project was $324,683 under budget

Development Cost and Financing Approach | Contract Payment Type: GMP Lump Sum contract / Funding Type: Local

Project Relevance |

- New WTF with administration and maintenance buildings
- Pump station/distribution
- Delivery high-quality drinking water
- Value-added constructability – under budget

Expansion of a fully operational advanced WRC to triple its capacity from 20 to 60 MGD, followed by a fast-paced, on-demand services contract covering that facility and other operating water and wastewater treatment plants within the Gwinnett County system.

F. Wayne Hill Water Resources Center Phase II Contracts 2 and 4, and On-Call Services CMAR

Gwinnett County, GA

CLIENT CONTACT
Justin Garmon, Operations Superintendent
(678) 376-2099
Justin.garmon@gwinnett.com
75 Langley Drive Lawrenceville, GA

PROJECT ADDRESS
3320 D Financial Center Way, Buford, GA

FACILITY TYPE / SIZE / INTENDED USE
WRC and Water Campus / 60 MGD / Water Reclamation

LIFESPAN
20-30 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Kiewit
Jacobs
Hazen
Stantec (MWH)

DEVELOPMENT/ CONSTRUCTION TIMELINE
Phase II – 2 & 4 - 5/2003 6/2003 - 7/2006
OnCall Contract - 2013 -ongoing (2018 contract renewed)

BUDGET & SCHEDULE
Original / Actual Budget:
Construction Cost
$111/$114M (Contract 2)
$85M/$85M (Contract 4)
$49M (on-call services)
Original / Actual Schedule:
Contract 2: 4/2002 – 6/2006/ 4/2002- 10/2006 (See Change Order below)
Contract 4: 06/2003-7/2006/ 6/2003 – 7/2006
On-Call: N/A (Multiple projects)
No. of Change Orders: 1 (Owner initiated additional scope)

This expansion of an advanced water reclamation center tripled the plant's capacity from 20 MGD to 60 MGD. Kiewit has completed several contracts at this massive project site. In addition, since 2013, we have served as the On-Call Mechanical Contractor for this facility and others in the Gwinnett County system.

Contract 2 entailed construction of a preliminary treatment building along with screening facilities for grit removal, primary and secondary clarifiers, biological reactors, odor control and other related items. We also performed modifications to the existing influent metering station, primary clarifiers, biological reactors and RAS/WAS pumping station.

Contract 4 included installation of chemical clarifiers and membrane filters and construction of a support building, as well as the addition of five new diesel generators and relocation of two others. Modifications to the original yard piping and electrical substation distribution switchgear were also completed. The 50-MGD Membrane Facility is one of the largest in the United States and uses a suction-submerged system producing a high level of tertiary treatment. We took extreme care in membrane storage and installation, including flushing, debris removal and white-glove testing before installation.

Benefits and Innovations | Under the fast-paced, on-demand services contract, we manage and execute upgrades to critical process equipment while maintaining plant operations at Gwinnett County facilities. The work uses a CMAR model where we work collaboratively with the owner to develop scope, pricing and schedule and provide constructability input before being released to perform the work.

Development Cost and Financing Approach | Contract Payment Type: GMP Lump Sum contract / Funding Type: Municipal Bonds

Project Relevance |

- 60MGD Facility
- Advanced membrane water treatment campus
- Underground utilities, pump stations
- Constructability reviews
- Strong client relationship/collaboration

First P3 project in the US to achieve an A- credit rating S&P and DBRS, this massive project has a significant community benefit and has won National Public-Private Partnership Awards.

Central 70 Design-Build Finance P3

Colorado Department of Transportation

CLIENT CONTACT
Bob Hays, PE, DBIA, Colorado Department of Transportation - Central 70 Project Director 720-920-4683/Cell: 303-913-3085, Robert.hays@state.co.us

PROJECT ADDRESS
I-70 in Denver, CO

FACILITY TYPE / SIZE / INTENDED USE
Transportation / Vital Infrastructure / Utilities

LIFESPAN
75 – 100 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Kiewit - Lead Design/Construction
Kiewit Development – Financing & Concessionaire
Meridiam Infrastructure – Concessionaire
Jacob – Engineer
Parsons Brinckerhoff - Engineer
Jorgensen Assoc. - Operator
Kiewit Development – Sam Gilmore – Legal Lead - Financing, Henry Patel, Lawren Green, Alex Guna

DEVELOPMENT/ CONSTRUCTION TIMELINE
Notice of Award 9/2017 – Construction began 8/2018 and is ongoing (est. 09/2022 completion)

BUDGET & SCHEDULE
Original / Actual Budget: $811M / $844M (See Change Orders below)
Original / Actual Schedule: 10/2017-03/2022 / 10/2017-03/2022
No. of Change Orders: 100 (Owner initiated additional scope and unknown utilities)

Kiewit Meridiam Partners is reconstructing a 10-mi. stretch of I-70 through the heart of downtown Denver - one of Colorado's "economic backbones." A new express lane in each direction, removal of an aging 54-year old viaduct, a lowered interstate between major boulevards, major utility work, and a 4-acre park over a portion of the lowered interstate near an elementary school are all part of the project's plans.

Benefits and Innovations | Kiewit submitted 72 alternate technical concepts to the RFP for this project of which 42 were either accepted or otherwise allowed. We submitted approximately $215M in savings. Of that, approximately $100M was approved or otherwise allowed.

Over $50M in Utility Work – The project requires thousands of feet of new and relocated utilities including water, sewer, electrical, communications, and storm drain. 147 utility conflicts were identified, addressed and resolved. More than 1.65 million cubic yards of soil has been excavated, as part of the highway lowering.

The Central 70 Project has a goal to hire approximately one-fifth of its overall workforce from 13 ZIP codes adjacent to the Project. Currently, local residents have worked more than 685,000 hours for Kiewit and its subcontractors, achieving more than 90% of the total goal.

Development Cost and Financing Approach | Design-Build-Finance-Operate-Maintain (DBFOM) / Funding Type: Federal, State, Local, Private – P3 / The bond financing included funding ladders, or the layering of bond tranches of various tenors for the $115 million private activity bonds issuance, designed to achieve the necessary long-term debt capacity at the most competitive pricing levels .

Project Relevance |

- Long-term financing
- Major Community Outreach Effort to residents and businesses (Award Winning)
- Major Utility coordination, installations and re-routes
- Value engineering, $215M in savings
- S/M/WBE Contracting, hiring and training local workforce,

Project Awards | Community Impact of the Year: Central I-70 Project Denver, Colo., Kiewit Meridiam Partners LLC – "This year's recipient demonstrates economic, philanthropic, or humanitarian benefit to the public and is an improved quality of life for the community and/or users of the asset."

Stantec fast-tracked this 315MGD plant to provide high-quality drinking water to 2.5 million residents, finishing a year before the owner's schedule.

PUC Tesla Water Treatment Plant UV Facility Design-Build

San Francisco Public Utilities Commission (SFPUC), Tracy, CA

CLIENT CONTACT
Enio Sebastiani, PE, Senior Engineer
1657 Rollins Road
Burlingame, CA 94010
650-652-3116
esebastiani@sfwater.org

PROJECT ADDRESS
9000 Vernalis Road, Tracy, CA 95377

FACILITY TYPE / SIZE / INTENDED USE
WTF / 315 MGD / UV disinfection, chemical addition, drinking water treatment

LIFESPAN
50 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Stantec
Mike Price

DEVELOPMENT/ CONSTRUCTION TIMELINE
Planning began in February 2005. The design-build contract was awarded in November 2008, and the facility was brought online 5/2011.The Design-Build contract was awarded in November 2008, and the facility was brought online 5/2011.

BUDGET & SCHEDULE
Original / Actual Budget: $95M / $87M
Original / Actual Schedule: 2008 –2011 / 2008 –2011
No. of Change Orders: 35 (Owner initiated additional scope)

WTPs are some of the most expensive and complicated capital projects undertaken by public agencies. When the plant supplies drinking water to more than 2.5 million people in the Metropolitan San Francisco area, the stakes are even higher. SFPUC was required to comply with the Long Term 2 Enhanced Surface Water Treatment Rule for its Hetch Hetchy water supply by June 2012. With no time to spare, SFPUC elected to use a Design-Build lump sum delivery approach to meet the time timeframe and control project costs. Stantec exceeded difficult design requirements and helped the owner save significant public funds while delivering the Tesla Treatment Plant (named after Nikola Tesla) ahead of schedule.

Benefits and Innovations | With a capacity of 315 MGD, the Tesla facility is one of the largest UV disinfection drinking water plants in North America and the largest in California when it was completed. A facility of this size normally takes up to four years to complete – we completed this design-build project in two years and three months, finishing a year before the owner's aggressive schedule. A facility of this size normally takes up to four years to complete – we completed this Design-Build project in two years and three months, finishing a year before the owner's aggressive schedule.

The facility meets California Title 24, the strictest energy code in the country. The operations, UV process area, and electrical building were combined into a single LEED Silver certified facility, reducing capital costs and improving operability and maintenance. The plant designed to be robust and low maintenance, while satisfying seismic design criteria that are necessary for this post disaster structure.

Development Cost and Financing Approach | The project was part of SFPUC's $4.8B Wastewater System Improvement Program that included 87 individual projects. Funding was primarily from a $4.2 billion bond measure.

Project Relevance |

- Design-Build
- Fast-track timeline
- Delivery of high-quality drinking water
- Water Treatment Campus
- Surface water rule (Decree) compliance

Project Awards | 2014 American Council of Engineering Companies - Engineering Excellence Awards - Honor Award; 2013 American Council of Engineering Companies, California - Engineering Excellence Awards - Honor Award; 2012

Stantec's building design emulates a vineyard vernacular by incorporating Italian Tuscan-style architecture and landscape features that blend with the California Central Valley surroundings.

Vineyard Surface Water Treatment Plant Design-Build

Sacramento County Water Agency, CA

CLIENT CONTACT
Kerry Schmitz
827 7th Street, Room 301
Sacramento, California 95814
(916) 874-4681
schmitzk@saccounty.net

PROJECT ADDRESS
10151 Florin Rd, Sacramento, CA 95829

FACILITY TYPE / SIZE / INTENDED USE
WTP / 50 MGD initial, expandable to 100 MGD / This plant treats Sacramento River water using conventional water treatment processes

LIFESPAN
50 years

DEVELOPER INFORMATION (FIRMS & KEY PERSONNEL)
Stantec
Mike Price

DEVELOPMENT/ CONSTRUCTION TIMELINE
Design completed in 2008, and the facility was brought online 10/2011

BUDGET & SCHEDULE
Original / Actual Budget: $208M / $208M
Original / Actual Schedule: 2008 – 2011 / 2008 – 2012 (Aee Change Orders below)
No. of Change Orders: 38 (Owner initiated additional scope)

The resulting 100 MGD ultimate-capacity WTP featured over 20 above-ground structures and a 38,000-foot LEED® Gold Certified Administration Building, which greatly reduced potable water consumption. The Plant provided the surrounding region with its first real shot at sustainable living by significantly cutting back the county's dependence on its dwindling reserves of potable groundwater. The design also included a 27,500-square-foot warehouse/shop building and a Water Division Corporation Yard with covered parking, locked storage, fueling station, material storage bins, and vehicle wash.

Benefits and Innovations | Consistent with the region's heritage, the plant's administration and operations building design incorporates Tuscan-style architecture and landscape features. Stantec provided preliminary and final design as well as engineering services during construction.

Development Cost and Financing Approach | The project was financed by the Sacramento County Water Agency though the sale of municipal bonds.

Project Relevance |

- Design-Build
- Architectural Aesthetics
- Plant capacity
- Water Treatment Campus, including Admin Buildings
- Design, Permitting, Engineering Services

Project Awards | 2012 Construction Management Association of America (CMAA) Project Achievement Awards - $100 million or greater Water Project; 2011 American Society of Civil Engineers (ASCE) Region 9 Professional Project Awards - Outstanding Water Treatment Project; 2011 American Society of Civil Engineers (ASCE) Sacramento Professional Project Awards - Water Treatment Project of the Year

Completion of DB Projects

Kiewit, Stantec, and our subcontractors confirm that we have never failed to complete a Design-Build project nor were party to a project that was not completed as contracted.

List of Projects for Governmental Clients w/ Scopes Relevant to the RBUD WTP

Exhibit 4-4 highlights our depth of experience to deliver the full range of services required on the RBUD WTF. This includes some of our 10 referenced projects as well as other of our most relevant projects.

Exhibit 4-4 / The Kiewit-Stantec Team's project experience demonstrates our ability to deliver the range of services required for the RBUD WTF.

PROJECT	FIRMS	NEW WATER TREATMENT CAMPUS	MEMBRANE	DB	P3	WATER STORAGE	PUMP STATION/ DISTRIBUTION
1 > $43M Santa Barbara Desalination Plant DB	Kiewit, IDE		●	●			
2 > $400M Sorek Desalination Membrane Plant P3	IDE	●	●	●	●		●
3 > $80M Santa Monica SWIP WTP PDB	Kiewit, Stantec	●	●	●		●	●
4 > $43M Santa Barbara Desalination Plant DB	Kiewit, IDE		●	●			●
5 > $8.2M Anaheim Water Recycling Demonstration Facility	Stantec	●	●				●
6 > $243M F. Wayne Hill WRC Membrane Plant	Kiewit		●			●	
7 > $592M Carlsbad Desalination Membrane WTP PDB	Kiewit, IDE	●	●	●	●		●
8 > $381M Hadera Desalination Membrane Plant P3 (Israel)	IDE		●		●		●
9 > $30M Kay Bailey Hutchison Desalination Membrane Plant	Kiewit	●	●			●	●
10 > $193M Peter Binney WTP	Kiewit	●				●	●
11 > $30M Henderwson WRC	Kiewit, Stantec	●					●
12 > $101M Shoal Creek WTP	Kiewit	●				●	●
$58M City of Largo WWRF DB	Kiewit			●			
$207M Vineyard Surface Water Treatment Plant DB	Stantec	●		●		●	●
$106M CW Bill Young Tampa Bay Reservoir DB	Kiewit			●		●	●
$34M Hemphill-Chattahoochee WTP PDB	Kiewit, Stantec			●		●	●
$85M El Pico WTP	Kiewit	●				●	●
$90M Cape Coral RO Water Treatment Plant DB	Stantec	●	●	●		●	●
$105M Broadway Road Water Campus PDB	Kiewit, Stantec	●		●		●	●
$50M Perris Desalter Phase II	Kiewit	●	●				●
$14M Carson Advanced Water Treatment Facility	Kiewit	●	●				
$727M Permanent Canal Closures and Pumps DB	Kiewit			●			●
$250M Ashkelon Desalination Membrane Plant P3	IDE	●	●	●	●		●
$388M Northwater Treatment Plant CMAR	Kiewit	●				●	●

1

$43M SANTA BARBARA DESALINATION PLANT DB

Kiewit and IDE teamed on this DB project featuring the most advanced technologies available. The plant uses 40% less energy than the original design and minimizes environmental impacts while providing 30% of the City's drinking water.

2

$400M SOREK DESALINATION MEMBRANE PLANT P3 (ISRAEL)

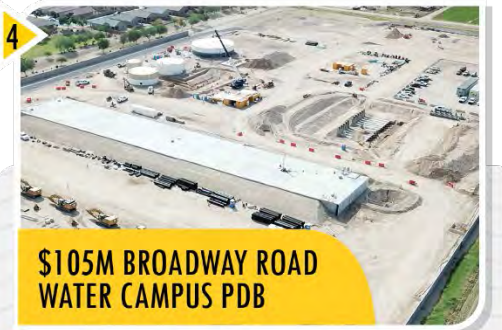
An innovative design incorporating vertical arrangement of 16" membranes in a large-scale facility, resulting in a reduced footprint hence saving costs. This project also uses IDE's proprietary Pressure Center Design, Double Line Intake and ERS (Energy Recovery System) for increased efficiency and reduced energy consumption.

3

$80M CITY OF SANTA MONICA SWIP WTP PDB

Kiewit and Stantec are working to improve drought resiliency, increase the water supply for re-use, and enhance flexibility in the management of the City's water resources. Process includes RO Membranes and UV oxidation.

4



$105M BROADWAY ROAD WATER CAMPUS PDB

Kiewit and Stantec teamed on this new 8 MGD water treatment campus to address the deteriorating state of the existing WTP as well as the source water quality — and provide additional water treatment capacity.

5

$8.2M ANAHEIM WATER RECYCLING DEMONSTRATION FACILITY

Stantec designed the state-of the-art decentralized WRF. Phase 1 designed and built a 50,000-GPD facility; Phase 2 will add another membrane filtration system in the existing building.

6

$243M F. WAYNE HILL WATER RESOURCES CENTER MEMBRANE PLANT

AWT Expansion project tripled the plant's capacity to 60 MGD per day. Membrane filter installation is one of the largest of its kind in the U.S. Process scope included chemical clarifiers, back-up power generator systems and electrical switchgear additions. Kiewit is serving as the On-Call contractor for this same client.

7

$592M CLAUDE "BUD" LEWIS CARLSBAD DESALINATION MEMBRANE PLANT PDB

Kiewit and IDE teamed for the largest seawater desalination membrane treatment facility plant in the Western Hemisphere. Provides 10% of the water demand for San Diego County. Project Team overcame significant practical, regulatory and economic hurdles to deliver a cost effective and environmentally friendly water supply.

8

$381M HADERA DESALINATION MEMBRANE PLANT P3 (ISRAEL)

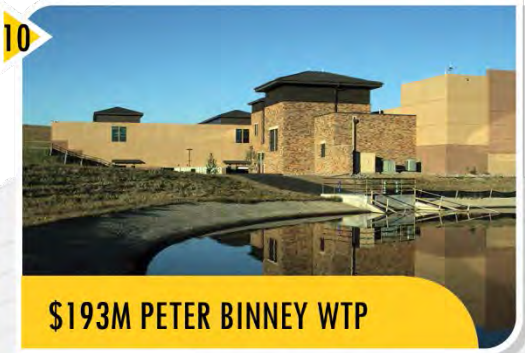
IDE's proprietary Pressure Center Design, Boron Removal System and other technologies increase efficiency and reduced energy consumption. These technologies have enabled Hadera to achieve one of the lowest-ever costs for high-quality desalinated water.

9

$30M KAY BAILEY HUTCHISON DESALINATION MEMBRANE PLANT

The largest inland brackish desalination plant in the world, mitigating brackish water intrusion to Hueco Bolson freshwater aquifer. This membrane RO and filtration facility includes pumping station supporting deep well concentrate disposal and connect to distribution piping.

10



$193M PETER BINNEY WTP

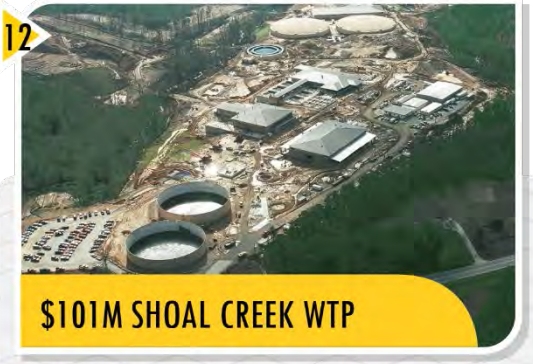
Kiewit delivered this new water campus which included 12 separate treatment processes including GAC and UV disinfection. The Project won the Marvin M. Black Partnering Award for client relations.

11

$30M HENDERSON WATER RECLAMATION CENTER

Kiewit and Stantec delivered the Henderson WRF together. Scope included a new WRF with new administration facilities. The excellent client collaboration led to the Marvin M. Black National Partnering Award.

12



$101M SHOAL CREEK WTP

Kiewit delivered this state-of-the-art drinking water facility to serve rapidly growing Gwinnett County under budget and on schedule. This campus included new administration buildings and maintenance.

Modularization Experience

Kiewit and IDE clients have realized cost, quality and schedule benefits of modularized design and offsite fabrication. The preassembled and modular unit concept is a project delivery strategy utilized extensively by both Kiewit and IDE on industrial and water-related projects. We design and fabricate all sizes of modular construction at our fabrication and erection facilities, such as Kiewit's in Corpus Christi, Texas (**Exhibit 4-5**) and well as third party fabricators. IDE's use of modularization has resulted in some of the lowest cost-per-gallon prices in the industry.

Exhibit 4-5 / Kiewit's 600-acre fabrication yard outside Corpus Christi, Texas, provides fabrication and cost-effective, high-quality, module assembly for shipment to project sites.

To maximize the effect of modularization, modules are designed to include access platforms and walkways, large bore and small bore piping, pipe supports, process mechanical equipment, valves, insulation, electrical equipment, coatings, cable tray, lighting, and even portions of the electrical cabling to minimize any labor or installations once the modules are transported to their permanent locations on the project site. The below **Exhibits 4-6 through 4-8** demonstrate the size, scope and capabilities of the Kiewit-Stantec Team's expertise and capabilities related to offsite fabrication for the new RBUD WTP.

Exhibit 4-6 / Cartridge Filters and RO Units being fabricated for the SWIP DB facility in Santa Monica, California. Kiewit closely managed the fabrication throughout the process.

Exhibit 4-7 / Massive modules fabricated offsite being delivered into place at the Calcasieu Pass LNG DB project – saving millions in cost and months on the schedule.

Exhibit 4-8 / Kiewit modularized the chemical feed systems on the San Fernando Groundwater Remediation DB

Exhibit 4-9 / Crane offloading the Kiewit and IDE modularized RO skids at the Santa Barbara Desalination Facility DB.

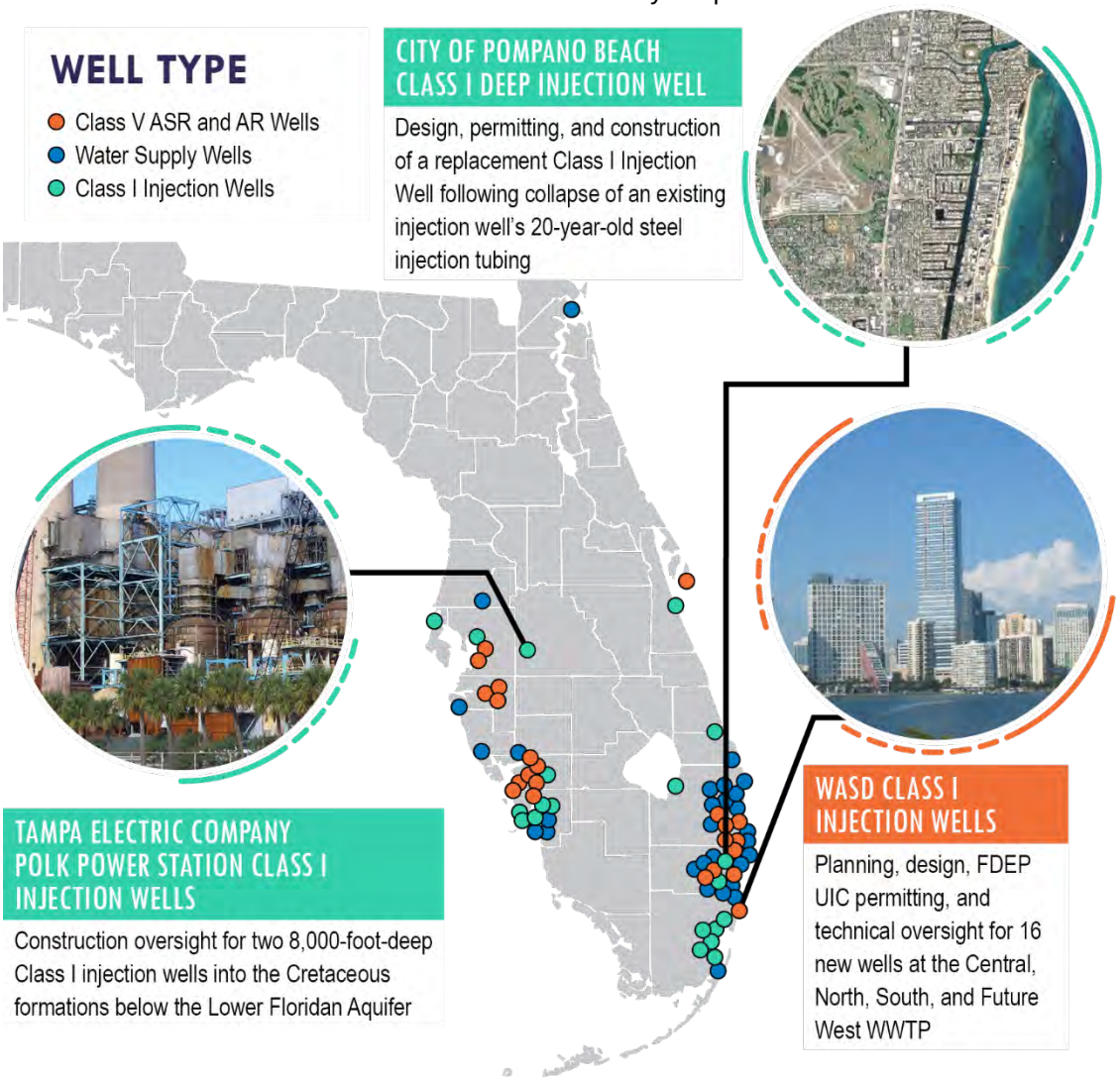
Wells Experience

Water Supply Wells

Stantec's hydrogeological staff has extensive experience with the design, permitting, rehabilitation, and construction of more than 240 water supply wells in Florida, in both the fresh surficial and brackish Floridan aquifers. Stantec has spent over 25 years exploring the aquifers in Florida for water supply, potential saline water intrusion and upcoming issues, and declining water levels to support water well field development, impact assessment, and groundwater modeling efforts. Stantec has been providing insight to clients regarding documented water quality changes in the Biscayne, Lower Hawthorn/Upper Floridan aquifers, including water well field management, and hydraulic control of salinity incursions.

Injection Wells

Stantec has relationships with the FDEP UIC Program to facilitate the permit process for injection wells. This regulatory knowledge will be critical for RBUD to permit, construct, and operate required injection wells. The Pompano Beach Replacement Injection Well project and the Miami-Dade Water and Sewer Department project were fast-tracked, both receiving their UIC Well Construction Permits in record time. The WASD Class V Exploratory Well Permit illustrates Stantec's strengths. The permit was the first of its kind and included new well design construction and testing procedures. Stantec worked with the FDEP during the permit application process, resulting in an approved permit without the need for any Request for Additional Information from FDEP.



TAB 5

FINANCIAL CAPACITY, VIABILITY, AND PLAN

$592M CARLSBAD DESALINATION WTP PROGRESSIVE DESIGN-BUILD FINANCE P3

"A project of this level of complexity requires [a design-builder] with unique cpabilities, and that is why Poseidon chose the Kiewit Team. You have consistently and continuously met or exceeded the goals and objectives established by the Project partners."

–Peter MacLaggan
Sr. Vice President, Poseidon Water

TAB 5: FINANCIAL CAPACITY, VIABILITY & PLAN

The Kiewit-Stantec Team's financing capabilities include the following benefits:

WATER BY DEC. 2023

Kiewit Corporation's strong balance sheet allows us to fund Phase I if desired. Kiewit Development and Stantec's experience ensures the Phase II financing package will keep pace with GMP development so that there will not be any scheduling delays due to funding.
Page 5-3

PRIVATE FINANCING

Kiewit had over $12B in 2020 revenue. With no operational long-term debt and a high credit rating, our strong balance sheet, expertise, and experience provides RBUD assurance that the Kiewit-Stantec Team will secure the most competitive financing for the RBUD WTF.
Page 5-10

COMMUNITY FOCUSED

Kiewit Development has strong relationships with major finance institutions, including in Florida. We will leverage these relationships and identify a local banking partner in Phase I to secure the necessary financing.
Page 5-10

5.1 Structuring Any Financing Model and Raising Debt and Equity

Kiewit Development Company (Kiewit Development), an affiliate of Kiewit Water Facilities Florida, brings the financing experience and resources to ensure the Kiewit-Stantec Team's success in delivering the Project. Established in 2009 to develop, raise financing for and invest equity in infrastructure and P3 projects, Kiewit Development is staffed with 24 experienced professionals – one of the largest P3 teams dedicated to the North American market, with backgrounds in investment banking, legal and technical sectors.

As shown in Exhibit 5-1, Kiewit Development's financial capabilities attest to our strength to bring the best value to RBUD.

Exhibit 5-1 / Kiewit Development's overall financing experience.

>$17 billion	>$27 billion	>$1.2 billion
Debt Commitment Secured	Total CapEx Value	Total Equity Commitment

Typical Structures

Kiewit Development has worked on various P3 structures, closing transactions under the Design-Build-Finance-Operate-Maintain (DBFOM) and the Design-Build-Finance (DBF) structures, and obtained financing commitments under the 501(c)3 structure to issue bond financing in partnership with a not-for-profit organization. Within these structures, we have worked with available financing products, including:

- Short- and medium- term bank facilities
- Taxable debt, including broadly marketed bonds, private placements, and debt to be issued in partnership with a 501(c)3 entity
- Tax-exempt debt, including Private Activity Bonds and deb to be issued in partnership with a 501(c)3 entity
- Credit assistance programs, such as TIFIA and WIFIA

We have established strong relationships within the broader financing market, including:

- Various financiers, such as equity investors, banks and bond buyers, underwriters, private placement agents, and conduit issuers
- Credit rating agencies, having worked with all the major players
- Advisors, including financial, legal, technical, tax & accounting, and model audit

Specific Structure Examples

On the Confederation Line Extension in Ontario, Canada — the largest DBF project (**Exhibit 5-2**) in Canada with a $1.9B capital cost— Kiewit Development raised short-term bank debt that is drawn upon over time to complement progress payments made by the government sponsor to pay for the project's construction costs. The debt facility will be repaid upon substantial completion of the project via substantial completion payments made by the client. The benefits of this approach to the government sponsor include payment deferral of a certain portion of the project costs until substantial completion, lower overall capital cost of the project given the lower amount of debt raised (versus 100% financing for a $1.9B project), and an additional level of oversight on the project construction from lenders.

For RBUD WTF, we could utilize a similar transaction structure adjusting the level of debt raised for the project, up to 100% financing if necessary, and repayment period to between 20 and 30 years. Both taxable and tax-exempt debt can be raised with this structure.

We bid and raised financing using the 501(c)3 structure (**Exhibit 5-3**) for the University of Iowa P3 Utility System Transaction. This structure is typically utilized to issue tax-exempt debt by partnering with a nonprofit organization to lessen the burdens of local governments in providing necessary infrastructure. This structure can be used on the RBUD WTF, raising 100% financing if necessary, with a long-term repayment period.

With 2020 revenues of $12.5B, no operational long-term debt, and one of the highest credit ratings in the industry, Kiewit is one of the most financially robust construction companies in North America. To the extent an equity investment is required to ensure the necessary private capital is raised for the Project, Kiewit is confident it has access to more than sufficient liquid assets to be able to meet the capital needs of this Project.

Exhibit 5-2 / DBF Structure used on $1.3B Confederation Line Extension in Ontario, Canada

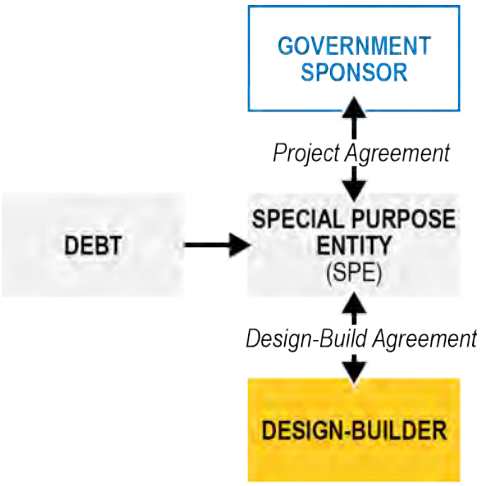
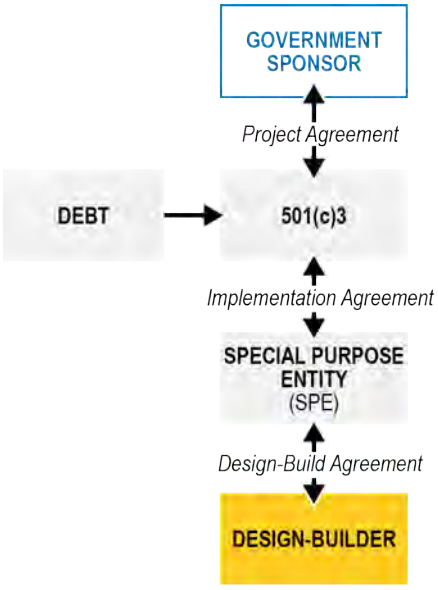


Exhibit 5-3 / 501(c)3 Structure used for the $1.9M University of Iowa P3 Utility System Transaction bid.



Team's Ability to Explore Additional Funding Opportunities

At the federal, state, and local levels, Stantec has established relationships with funding program administrators. Our engagement with multiple levels of government and other funding organizations across the U.S. provides our funding services team with a unique and valuable insight into the administration of hundreds of funding programs and the political, social, and environmental trends impacting them. We proactively research, follow, and get ahead of funding trends, leveraging databases and tools to help identify and secure funding. Researching, tracking and communicating with internal and external sources help our funding services team learn about program changes in real time and understand which project characteristics should be illuminated in the application narrative.

Funding Opportunities - Florida offers unique funding opportunities, and Stantec has decades of experience navigating state application and funding requirements. We know the level of effort involved in applying for grants and loans in Florida—the frameworks, policies, timeframes, and agency preferences that drive project selection and funding obligations.

We are tracking how the Rebuild Florida Mitigation General Infrastructure Program and other emerging Florida programs will impact access to capital. Funding agencies and partners rarely look at a project in terms of a single benefit, and often consider how projects are connected to other state, federal and local priorities. Working with RBUD, we will assess, qualitatively describe, and quantitatively demonstrate multiple benefits of projects, often connected to larger social, environmental, and economic initiatives.

5.2.a Financing Plan for Timely Results

The Kiewit-Stantec Team will draw on Kiewit Development 's experience as a developer and financier of projects across North America to offer RBUD financial structuring capability to deliver a competitive, execution-certain financing solution.

Kiewit Development will manage the financing of the Project from the analysis of funding and financing options in Phase I to closing the necessary financing to advance the project to Phase II and ongoing coordination with lenders during Phase II. If necessary, Kiewit has the capability to self-finance Phase I and provide private equity funding from its balance sheet in order to meet the December 1, 2023 target for water production.

On Colorado Central 70, Kiewit Development worked with our construction colleagues on the contractor's cost curve to eliminate short-term financing and reduce the overall cost of capital, saving over $25M. On the Rivera Beach WTF Project, Kiewit's integrated structure promotes this transparency so the savings can be passed to RBUD.

By having an in-house development and financing team integrated with the design and construction team, we can bring a holistic, unbiased view to the assessment of different financial structures and provide timely guidance and answers. Unlike independent development firms, we are not incentivized to maximize equity investment and *we always seek to find the financing structure that is optimal for a given project*.

During Phase I, we will work with RBUD to identify any constraints and determine the optimal Phase II structure. Kiewit Development will leverage their experience to develop an optimal financing structure that meets the Project's requirements and achieves the lowest overall cost of capital, which will be passed through to RBUD. Once the most competitive sources of capital are determined, Kiewit Development will work with all stakeholders to ensure execution certainty and that an expedited financial close is achievable. At this stage, we have prepared the following preliminary financing timeline and plan (**Exhibit 5-4**).

Exhibit 5-4 / Our financing schedule aligns with our First Four Weeks and High-Level Project Timeline schedules provided in Tab 6 to accomplish as much as possible quickly after Phase I NTP to ultimately meet the December 1, 2023 water delivery deadline.

ONGOING DIALOGUE WITH RBUD

Our approach to working with clients is to actively engage in discussions early on to establish an open dialogue and address major issues pertaining to financing early in the procurement process. As such, we have currently planned for at least four workshops with RBUD:

- Kick-off to discuss RBUD's constraints and preferences on financing structures and lenders
- Post-Initial Cost Estimate to discuss initial feedback from lenders and rating agencies regarding structure and draft financing terms and conditions
- Post Updated Cost Estimate to discuss final structure and revised financing terms and conditions
- Pre- Final GMP to discuss final shortlist of lenders & near final financing terms and conditions

ANALYSIS OF FUNDING AND FINANCING OPTIONS

Upon selection as a preferred proponent, we will reach out to the financing market and begin running a comprehensive funding competition to determine the optimal structure for the project. The goal of a well-run funding competition is to obtain the lowest cost of capital. For example, on Southwest Calgary Ring Road, a multi-tranche hybrid solution was determined to offer the lowest cost of financing after competing two bond underwriters along with several bank lenders. The rigorous competition led to a first-of-its-kind medium-term bank tranche that is amortized ahead of long- term amortizing bonds during the operations phase.

We will compete various financing solutions in the market, including bank facilities, tax-exempt bonds issued via 501(c)3, Private Activity Bonds (PABs) and other tax-exempt structures, taxable bonds, private placements, or a combination of the above-mentioned solutions. In running the parallel funding competition process, the team will reserve the flexibility to switch between the different solutions for financing in order to protect against market movements, to leverage negotiations with lenders, and to provide the most competitive and deliverable financing solution for RBUD.

OBTAINING AN INVESTMENT GRADE RATING

Kiewit Development will also engage in preliminary discussions with rating agencies early during Phase I to ensure an investment grade rating can be achieved, if it is required for the optimal transaction structure. The team has significant experience in obtaining investment grade credit ratings, having worked with and/or secured investment grade ratings with all major North American rating agencies including Standard & Poor's, Moody's, Fitch and DBRS. *For example, we successfully obtained an A (low)/ A- rating from DBRS and S&P on $115M of PABs for Central 70, which is the first time an availability-based P3 project achieved such a rating in the U.S.*

CONTRACT NEGOTIATION, RISK ANALYSIS AND OPTIMIZATION

Kiewit Development will work with RBUD and the team to identify commercial and financial risks, and allocate these risks to the parties best able to bear and price them to optimize the financing structure.

A critical component of the risk analysis is to structure acceptable security packages. Kiewit has extensive experience providing robust and cost-efficient security package projects in North America of similar size or larger, such as on Central 70 and Southwest Calgary Ring Road. On this Project, Kiewit Development will assess all security package elements to structure the most competitive packages designed to meet lenders requirements and thus secure the most competitive financing for the Project.

ENSURING EXECUTION CERTAINTY

Once the optimal financial structure is determined, Kiewit Development will seek funding commitments in excess of the required amount to establish execution certainty. For example, on Southwest Calgary Ring Road, we engaged two bond underwriters, asking each of them to obtain credit approval to underwrite 100% of the bond and provide a firm commitment. Benefits to RBUD include:

- Selection of the optimal financial structure for the project
- Lowest cost of capital available in the market
- Execution certainty
- Expedited financial close to deliver the project as quickly as possible
- Deferral of the public funding required to advance the Project

EXPECTED SOLUTION

We are confident that running the process described above will generate the most value for RBUD. However, based on what we know today, we are expecting to use the 501(c)3 structure, partnering with a non-profit organization to raise 100% tax-exempt financing. Concurrently with design and construction activities undertaken during Phase I, we will set up a Special Purpose Entity and negotiate relevant agreements to achieve financial close in early 2022. We have made the following assumptions:

- $100M capital cost;
- Taking into account RBUD's existing debt obligations, maturing in 2036;
- 30-year repayment period with repayment starting June 2024

As a result, assuming a 501(c)3 structure with tax-exempt bonds secured primarily by a pledge of Net Revenues of the System on a parity basis with RBUD's Series 2016 Bonds and Series 2014 Bonds and based upon the amortization schedule provided in RFP 1038-21-3 and current market conditions, we anticipate being able to raise sufficient bond proceeds to fund between $100MM and $115MM in project costs. Specific terms and conditions, and market volatility up to the date of financial close will impact the actual amount of the bond proceeds.

5.2.b History Arranging Committed Financing in North America

Kiewit's in-house project financing expertise, with over $17B raised in committed debt for over 25 P3 pursuits across North America, coupled with Stantec's experience advising 375 utilities across 40 states, makes the Kiewit-Stantec team the ideal partner to develop and implement a long-term financing plan.

Kiewit Development has a North American portfolio of eight P3 projects with an aggregate capital cost of $7B **(Exhibit 5-4)**. We are committed to developing successful P3 projects as demonstrated by the $314M of total equity investments made by us and our partners in these projects.

Kiewit Development has expertise in developing competitive and innovative financing structures in situations where a complex payment structure is required, specifically, assessing financing options available and developing a structure that draws on the benefits of the current market conditions and generates the most value to our client.

- **Confederation Line Extension** is the largest DBF project in Canada. Kiewit Development was the co-Financial Advisor and, in an effort to reduce financing costs, recommended to the client a number of changes to the payment mechanism, which were implemented. This is one of many examples where Kiewit Development has been able to generate value for the client. In addition, Kiewit Development acted as a Financial Advisor on a number of other Design-Build-Finance projects, including Highway 401 Expansion, Kipling Bus Terminal, and Stouffville Corridor projects, all in Ontario, Canada, and SH-183 in Texas, raising over $730M in financing for the above-mentioned DBF projects.
- **Central 70** is the first availability-based P3 project in the U.S. to have achieved 'A-' rating, demonstrating Kiewit Development 's expertise and Kiewit's credit strength and ability to deliver a strong security package. The financial structure included bond funding ladders (layering on bond tranches of various tenors) to achieve the necessary long-term debt capacity at the most competitive pricing levels, milestone payments from the client, and a contractor payment structure such that the need for short-term financing was eliminated. This project had the fastest financial close in the U.S. market for any availability-based P3 project with TIFIA, a month ahead of the client's timeline.
- **The SH 183** project was a first-of-its-kind for the client, the Texas Department of Transportation (TxDOT), and the US P3 market when it closed in 2014. As initially procured, the project packaged a DB procurement with short-term receivables financing and long-term operations and maintenance under a single P3 structure. This financing solution allowed TxDOT to repay the privately funded portion of the project in five installments over five years following substantial completion. The Kiewit-

led team proposed and was ready to close on a short-term financing structure to cover a gap of approximately $250M for the project's construction. Although the client decided to strip out the private financing component because it was able to source other funding sources, it was Kiewit's financial strength and engineering know-how which allowed the team to bid the most scope within TxDOT's budget (whereas other bidders were only able to bid a more limited scope). We were flexible and prepared to move forward with whichever option TxDOT chose.

- **On Tłı̨chǫ All-Season Road** (**Exhibit 5-5**), Kiewit Development secured an innovative unlevered long-term financing solution with maximum value for money, high execution certainty, and the strongest alignment of interest between Project Co and the client. In the absence of any long-term lender, the $191M financing solution provides the client with greater flexibility in implementing potential future project expansions and/or introducing project changes during the operating period.

Exhibit 5-5 / Kiewit Development helped secure the Tłı̨chǫ All-Season Road project funding with the Government of Canada (25%) and the Government of the Northwest Territories (75%) to serve the First Nations (indigenous people) communities in subarctic Whati.

- **The I-225 light rail** project is a component of Denver metro transportation. Because of the 2008 recession, the project was delayed due to a lack of funding. A Kiewit-led team proposed a solution to the Regional Transportation District (RTD) in 2012 of a financing alternative allowing the line to be delivered by 2015, in advance of the plan to deliver the project in phases between 2020 and 2035. Kiewit's solution involved a short-term three year $355MM committed tax-exempt debt financing coupled with an option to underwrite a take-out bond financing to replace the short-term bonds. An interest rate hedge for the take-out financing was included, mitigating the potential negative impact of interest rate changes in the long-term fixed rate capital markets – thus providing the client both pricing, cost and execution certainty. After being awarded, RTD requested if they could directly implement our long-term financing solution. We were prepared to move forward with whichever option RTD chose to attune to their needs, resulting in additional savings generated by RTD and ultimately RTD entered into a separate funding agreement with the bank from Kiewit's proposal.
- **For the Southwest Calgary Ring Road,** Kiewit Development structured a financing solution that combined a short-term revolving bank facility, a medium-term amortizing bank facility and long-term amortizing bonds, which received the Gold Award from the Canadian Council for P3s. The tranches of debt offered the most competitive financing solution, which involved market setting intercreditor precedents fully negotiated at the bid to provide execution certainty at financial close. The cost savings were passed onto the public owner through lower service payments during the concession.

Exhibit 5-6 / Kiewit's financing experience on P3 projects in North America attests to our ability to fund the RBUD WTF.

PROJECT, YEAR OF FINANCIAL CLOSE	PROCUREMENT MODEL	TOTAL FINANCING RAISED ($ MILLION)	TOTAL CAPITAL COST ($ MILLION)	AWARDS
Confederation Line Extension, 2019	DBF	167	1,901	N/A
Tłı̨chǫ All-Season Road, 2019	DBFOM	191	144	Gold award for Project Development, Canadian Council of Public-Private Partnerships, 2019
Central 70, 2017	DBFOM	639	961	Best Financing Structure and 'Best Road / Bridge / Tunnel Project', P3 Bulletin, 2018
Southwest Calgary Ring Road, 2016	DBFO	560	972	Gold award for Project Financing, Canadian Council of Public-Private Partnerships, 2016
East Rail Maintenance Facility, 2015	DBFM	365	415	Award of Excellence, Canadian Design-Build Institute, 2020
SH 183, 2014	DB+F+OM	N/A*	828	N/A
Waterloo Light Rail, 2014	DBFOM	158	536	Gold award for Service Delivery, Canadian Council of Public-Private Partnerships, 2020
Goethals Bridge Replacement, 2013	DBFM	1,073	1,216	North American PPP Deal of the Year, Infrastructure Journals, 2014
I-225 Light Rail Corridor Design-Build, 2012	DB+F	N/A*	350	2016 Project of the Year, Hispanic Contractors of Colorado

** Committed debt financing option was included in proposal, but client ultimately decided to use public funds or directly raise debt. Kiewit was the lead design builder for I-225 and the lead developer for SH 183.*

The Kiewit Development Finance Team

Henry Patel, Vice President – Finance Lead

Henry brings over 20 years of experience advising public and private sector clients in structuring, procuring and financing major infrastructure projects. Over the past 15 years, Henry has focused on private-public partnerships for projects across North America. On the Central 70 project, Henry led the day-to-day financing, working with Lawren Green, to close the solution proposed.

Henry will leverage his public-private partnership experience to coordinate the day-to-day and overall financing effort and managing financing-related processes to ascertain that competitive committed financing is obtained prior to end of Phase I, and execution risk is well mitigated. He will work with Lawren Green to put forward an innovative financing structure that is optimal in meeting the Project's requirements.

Lawren Green, Senior Vice President – Finance Oversight

Lawren has 15 years of experience working on complex, diverse P3 transactions in the United States and Canada. He brings a combination of private and public sector knowledge that spans a variety of contract models, including BF, DBF, DBFOM, DBM, and revenue risk projects. Prior to his private sector experience, Lawren spent four years at Infrastructure Ontario, an internationally recognized leader in P3 projects, structuring; procuring; executing; and working on P3 transactions. Lawre has led equity and debt financing on P3 projects in the U.S. and Canada. He led the financing team for Kiewit's Central 70 project, achieving the fastest closing for a U.S. P3 project in U.S. history, and is currently leading the refinancing of the Project.

Sam Gilmore, Group General Counsel – Commercial Lead

Sam brings 30 years of experience as the overall legal responsibility for Kiewit's alternative and financed projects including Design-Build, Public-Private Partnership and Design-Build Finance Projects, as well as for the company's strategic planning for such projects. Sam has worked on all of Kiewit's P3 projects and has experience in all aspects of Kiewit's Design-Build program.

Sam's responsibilities involve legal supervision of the lawyers responsible for Kiewit's alternative contract program and for monitoring such projects from inception to financial close.

Alex Guna, Senior Vice President and Head of Project Finance

Alex is a Senior Vice President and Head of Project Finance at Kiewit Development with 15 years of experience in the bidding, structuring, negotiation, and financing of infrastructure assets with exposure to diverse P3 models in North America. He led the financing on Tłı̨chǫ All-Season Road and Southwest Calgary Ring Road, both featuring financing structures that had never been used before. Southwest Calgary Ring Road won the 2016 Gold Medal Award for Financing by the Canadian Council for Public-Private Partnerships and Tłı̨chǫ All-Season road won the 2019 Gold Medal Award for Project Development by Canadian Council for Public-Private Partnerships.

Alex oversees financing activities on all finance projects to make sure the most current market information is relied on in arranging financing for the RBUD WTF. Alex will bring an unparalleled level of experience and understanding to the Project and with it an ability to formulate practical and cost-effective ideas and solutions.

Rafael Castro Q., Vice President – Finance Monitoring

Rafael is a Vice President at Kiewit Development, managing assets under construction and in operations, including coordination with lenders and SPE oversight. Rafael has 20 years of experience in corporate finance, the last 14 of which have been working on private-public partnership projects. He is the Finance Officer for the Confederation Line Extension and Tłı̨chǫ All-Season Road. Rafael will apply his experience to the Riviera Beach WTF to facilitate a smooth transition from Phase I to Phase II and Phase II financing oversight

5.2.c Multiple Funding Source Options to Choose the Best Option for RBUD

Based on our experience we see there being a number of different sources of capital available to meet the project needs, including:

- Tax-exempt financing issued via a 501(c)3 entity
- PABs under Section 142 of the Tax Code under (a)(4) and (5) – facilities for the furnishing of water / sewage facilities
- Taxable bonds, including broadly marketed and private placements
- Short or medium-term bank facility, hedged with short-dated or long-dated interest rate swaps
- Equity

As discussed previously, our approach will be to analyze a variety of different financing structures using different sources of capital to determine the optimal financing solution for the project, including hybrid structures. This could pair long-term debt solutions with a short- or medium-term bank facility to offer greater flexibility to RBUD in terms of repayment structures, as well as with an equity investment to the

extent that it provides a benefit to RBUD. We will also compare the cost of the various tax-exempt solutions available and aim to further simplify the process of obtaining financing for the project.

We believe that the best approach is to maintain flexibility at this time rather than committing to specific sources at this stage in the process. The overall financing plan should ultimately be based on the risk allocation determined during the Phase I of discussions between the successful proposer and RBUD. The percentages of each type of capital can vary dramatically depending on the financing solution selected.

We are confident that the letters of support included with this proposal in **Attachment A** showcase our strong relationships within the lending community and the numerous awards we received for projects closed to date demonstrate our experience structuring optimal solutions that deliver the project at the lowest cost of capital possible.

5.2.d Considerable Experience in Establishing and Managing an SPE

Kiewit Development has extensive experience in establishing and managing a Special Purpose Entity (SPE) throughout construction and, if necessary, during operations. The SPE's main function is to manage the project, enter into project contracts and act as the main point-of-contact between the owner, Design-Build subcontractor, O&M subcontractor, financial lenders and other stakeholders. Based on a preliminary understanding of the Project, Kiewit Development anticipates a similar approach to optimizing the risk transfer between various project parties on a contractual basis, which will be further reinforced by the performance security that subcontractors will pledge to the SPE.

Using a Local 501(c)3 Entity that Resonates with the Community

If a partnership with a 501(c)3 is determined to be the optimal structure for RBUD and the Project, Kiewit Development and below-mentioned underwriters have the necessary experience to put this structure in place. We have already reached out to several local entities based in Riviera Beach, including Florida Community Loan Fund and Riviera Beach Community Redevelopment Agency to describe the Project and determine their interest in the project and ability to act as a conduit to raise tax-exempt financing. Our preferred approach would be to use a local entity that would resonate with the community and benefit from the Project. However, if a local entity is unable to participate in the Project, there are a number of other national non-profit organizations that we believe would be a good fit for this project. We have reached out to Provident Resources Group and Public Facilities Group, both of which are very familiar with the financing structure contemplated for this Project. For the University of Iowa P3 Utility System Transaction bid, Kiewit Development partnered with Provident Resources Group.

5.2.3.i-iii Private Capital Options

Sources – Debt

Kiewit Development is a market leader in sourcing competitive debt financing and have well-established and deep-rooted relationships with all major project finance institutions. RBUD will benefit from Kiewit's strong relationships within the lending community and experience working with active market participants will promote the consortium's ability to secure the necessary financing for the project. We have started preliminary conversations with the following financial institutions: Barclays Capital, Inc., Loop Capital Markets, KeyBanc Capital Markets, and Sumitomo Mitsui Banking Corporation. A brief description of these firms and their experience is provided on the following pages and support letters are included in Attachment A.

BARCLAYS

Barclays Capital Inc. ("Barclays") is a financial institution in the infrastructure sector and the municipal bond market, with a proven track record of arranging and providing debt financing for large transactions. Barclays' Infrastructure Project Finance team is helmed by Steve Howard, who has experience with water P3 transactions having worked on the financing of the Poseidon Carlsbad Desalination Plant and the Rialto Water System projects. Mr. Howard and the **Barclays team have experience arranging financing for projects that utilize a 501(c)3 structure**, such as the LAX APM and Kentucky Wired P3 projects. Barclays has a history with a geographically diverse array of Florida issuers and has led transactions for a variety of Florida credits. To serve Florida-domiciled clients and in recognition of the importance of local presence, Barclays maintains an office in Miami.

Barclays has worked with Kiewit in a financing capacity on competitive P3 bidding situations and structuring tax-exempt financing for P3 projects similar to the Project. Barclays served as financial advisor and underwriter to Kiewit in their successful pursuit of the Central 70 P3 Project in Colorado and the Goethals Bridge Replacement in New York/New Jersey.

Barclays' supporting letter is included in **Attachment A.**

PROJECT	TOTAL DEBT (MM)	ROLE
Poseidon Carlsbad Desalination Plant*	$924	Financial Advisor
Rialto Water System*	$172	Joint Lead Bookrunner
Port of Miami Tunnel Project**	$682	Structuring Advisor
Central 70 Project***	$960	Co-Lead Placement Agent
Goethals Bridge Replacement Project***	$1,200	Sole Financial Advisor
JFK International Terminal 4 Refinancing	$935	Financial Advisor
Denver Eagle P3 Refinancing	$312	Joint Lead Bookrunner
North Tarrant Express 3C	$658	Joint Lead Bookrunner
Poseidon Carlsbad Desalination Plant*	$924	Joint Bookrunner

**Water P3 Transactions*
***Florida P3 Transactions*
****Kiewit P3 Transactions*

Loop Capital

Loop Capital Markets ("Loop Capital") (MBE) is a privately-owned full-service investment bank, brokerage and advisory firm that provides creative capital solutions for corporate, governmental and institutional entities across the globe. Loop Capital serves clients in corporate and public finance, financial advisory services, taxable, tax-exempt and global equity sales, trading and research, analytical services and financial consulting services. Starting with a team of six in 1997, Loop Capital **has grown into a global financial services firm with nearly 200 professionals**.

Loop Capital has senior managed $58B in financings and participated in more than $1.5T of transactions for issuers in 49 states, as well as the District of Columbia and Puerto Rico. In Florida, Loop Capital has served as an underwriter in excess of $64.6B of negotiated financings, including over $1B as senior manager or joint bookrunner. Notable issuers that Loop Capital has served include the City of Miami Gardens, City of Tallahassee, Miami-Dade County, Palm Beach County, and Greater Orlando Aviation Authority, among others.

Loop Capital's supporting letter is included in **Attachment A.**

PROJECT	TOTAL DEBT (MM)	ROLE
NY State Thruway Service Areas P3	$269	Co-Manager
Miami-Dade County	$606	Co-Manager
NYC Municipal Water Finance Authority	$575	Lead Manager
Ohio Water Development Authority	$150	Lead Manager
City of Atlanta	$103	Lead Manager
City of Philadelphia	$68	Lead Manager
Poseidon Carlsbad Desalination Plant Refunding	$183	Co-Manager
City of Miami Gardens	$50	Lead Manager
Greater Orlando Aviation Authority	$1,135	Co-Manager

KeyBank

KeyBanc Capital Markets ("Key") houses Key's investment banking and securities broker dealer operations including all municipal and corporate bond activity. It is in this capacity that Public Sector/Public Finance Group has a dedicated team of over 60 professionals that work with state agencies and municipalities, as well as with infrastructure, real estate, utility, healthcare, and higher education institutions.

Key has a strong presence in Florida with 3 offices and 144 employees providing commercial and investment banking services.

Some of the bank's relevant and recent experience is highlighted below.

Key's supporting letter is included in **Attachment A**.

PROJECT	TOTAL DEBT (MM)	ROLE
Select US Water Utility Underwriting Experience		
Discovery Clean Water Alliance Sewer Revenue and Refunding Bonds	$13.3	Sole Underwriter
City of Herriman Water Revenue and Refunding Bonds	$22.7	Sole Underwriter
City of Lawrence Waterworks Revenue Bonds	$12.4	Sole Underwriter
Select 501(c)3 Underwriting Experience		
City of Aurora Water Revenue Bonds	$171.7	Co-Manager
io Water Development Authority, Water Pollution Loan Fund, Revenue Bonds	$450.0	Co-Manager
Housing Authority of Seattle, Revenue and Refunding Revenue Bonds	$67.6	Sole Underwrite
Select US P3 Experience		
California State University, Fresno Central Utility Plant Replacement P3	$122	Financial Advisor, Sole Placement Agent
The University of Iowa Energy Concession	$1,165	Joint Lead Arranger
Georgetown University	$785.5	Mandated Lead Arranger

SMBC

Sumitomo Mitsui Banking Corporation (SMBC) was named **Global Bank of the Year by Project Finance International in 2020, 2019, 2017, 2014, 2012 and 2008**. In 2018, SMBC was named Global Financial Advisor of the Year by IJ Global and Top 5 Arranger of Project Finance Loans by Global Capital. SMBC has provided debt financing to support borrowers in connection with over 300 infrastructure transactions worldwide and has specific expertise in various P3 regimes. SMBC has a working relationship with Kiewit both in terms of corporate lending and project finance support, having worked with Kiewit Development on Tłı̨chǫ All-Season Road, Confederation Line Extension Project, Highway 401 Expansion, Kipling Bus Terminal, and Stouffville Corridor projects, among others.

SMBC's supporting letter is included in **Attachment A.**

PROJECT	TOTAL DEBT (MM)	ROLE
Select U.S. Water Utility Underwriting Experience		
Vista Ridge Regional Supply Project	$875	CLA/Structuring Agent/ Administrative Agent/Depository Agent/Collateral Agent/Hedge Provider
McLoughlin Point WTP	C$60	MLA/Hedge Provider
Lions Gate Secondary WWTP	C$320	MLA/Hedge Provider
Select U.S. P3 Experience		
University of Idaho Utility System	$130	Sole Senior Lender/ Sole Hedge Provider/Admin Agent
Energy Services Acquisition/ Energy Service Modernization	C$560	MLA/Hedge Provider
IH-635 LBJ Managed Lanes Refinancing	$545	Co-Managing Underwriter

During Phase I, Kiewit Development will also identify a local community banking partner or investor we can bring onboard during the process. These kind of local relationships and project participation are extremely important to Kiewit. For example, the Tłı̨chǫ All-Season Road project, where Kiewit partnered with the Tłı̨chǫ Government, is the first public-private partnership with an equity stake held by an Indigenous Government. In addition, Kiewit committed to involvement of the Tłı̨chǫ and other northern citizens and businesses for the construction and operations of the project, including training and employing Tłı̨chǫ citizens at predefined levels through the construction and operations periods. This was done to ensure local employment and training opportunities, as well as knowledge transfer for the benefit of the Tłı̨chǫ citizens and businesses.

As previously mentioned, there are a number of debt instruments that could work for this Project. During Phase I, Kiewit Development will conduct a funding competition, sourcing pricing and terms from a broad number of financial institutions, across a variety of financial markets and products, which will allow RBUD to select from a variety of multi-option financing solutions for the most competitive pricing and terms. Kiewit will also work closely with RBUD to mitigate risk from the lenders' perspective to minimize the cost of capital for the project and maximize the certainty of achieving financial close.

Sources – Equity

Kiewit has the financial position and liquidity to undertake the RBUD WTF. If an equity investment is required, Kiewit does not foresee any detrimental impact to their liquidity, as their current financial positions are more than adequate for the anticipated Project's requirements with respect to financial obligations and performance security. In 2020, Kiewit had revenues of $12.5B. With no operational long-term debt, our strong balance sheet offers clients the assurance that their projects will get completed.

However, as a fully integrated team, we strongly believe that the best way forward for the Project and ultimately RBUD is to be solution agnostic until we reach Phase I and have an open conversation about key financing objectives. This way, we can provide a tailored solution that meets RBUD's goals.

Current Assets Available for Investment

Kiewit's equity investment criteria allow for an investment up to the total expected private capital requirement of the Riviera Beach WTF of $100M. We are confident that assures RBUD that Kiewit has sufficient funds to invest in the Project should an equity investment be necessary.

Equity Requirements, Constraints or Expectations

Kiewit's decision to invest capital is made by an Investment Committee composed of Kiewit executives following an established internal approval process. Through the procurement and time leading up to Commercial Close and Financial Close, the Investment Committee is informed of the timing and nature of capital required for the Project.

Equity investment decision and terms are subject to our due diligence process that includes assessment of the project risk, the counterparty risk, the contract model and risk transfer, among other things. As this is a progressive DB procurement, we expect the terms attached to the equity investment to be defined during Phase I of the Project.

We have underwritten more than $1.2B in equity commitments for P3 projects. Kiewit has $100M of commitments outstanding for projects that achieved financial close. Kiewit has an established internal approval process and, we have always achieved the necessary equity commitments to meet the project's requirements, as evidenced most recently on Tłı̨chǫ All-Season Road which required a $45M equity investment.

5.2.e.iv Commitment to Obtain Financing

Kiewit is fully committed to arrange financing for the Project. We expect this to be a 100% debt financing transaction and, as such, lenders' firm commitments will be obtained during Phase I once we are able to provide them with the full due diligence information package. Based on our preliminary conversations with several market participants, there's ample capacity in the market to fulfill the necessary private capital requirement for the Project. Moreover, what we have seen on recent deals are very cost-competitive solutions and we believe that a private financing option is not only feasible but could be an attractive alternative to RBUD.

5.2.f Financing Terms and Requirements

Based on the current market conditions, the finance team believes there will be a strong interest in the Project from the lending community. A repayment term between 20 and 30 years is viable as long as the project's useful life matches the repayment term.

Other credit terms will depend on the treatment of the contract in relation to the District's other debt obligations. The contract payments could be:

- Senior, treated as an O&M expense
- Parity, on parity with RBUD's existing Series 2014 and Series 2016 Bonds
- Subordinate

However, we do not expect incremental terms other than coverage and reserves, as appropriate, to achieve an investment grade rating. We also confirm that the property would revert to RBUD with a lien-free title at the end of the term under the lease/lease-back structure.

5.3 Confirmation that a Tiered Payment System is Possible

We understand that RBUD has two senior lien debts outstanding, the Water and Sewer Revenue Bond Series 2014 and Series 2016 with annual debt service payment requirements of approximately $4,450,000 annually through 2036. We expect to structure a solution with debt service sculpted to solely rely on gradual rate increases until 2036 and then leveraging free cash flows available to RBUD as these two bond series mature.

Based on our preliminary conversations with market participants, a tiered payment system to allow gradual rate increases is viable as long as step-ups are sensible. During Phase I, we will work with RBUD to determine the level of increases necessary to finance the project and optimize the structure to ensure the lowest interest costs.

5.4 No Adverse Actions from Funding Sources or Financial Institutions

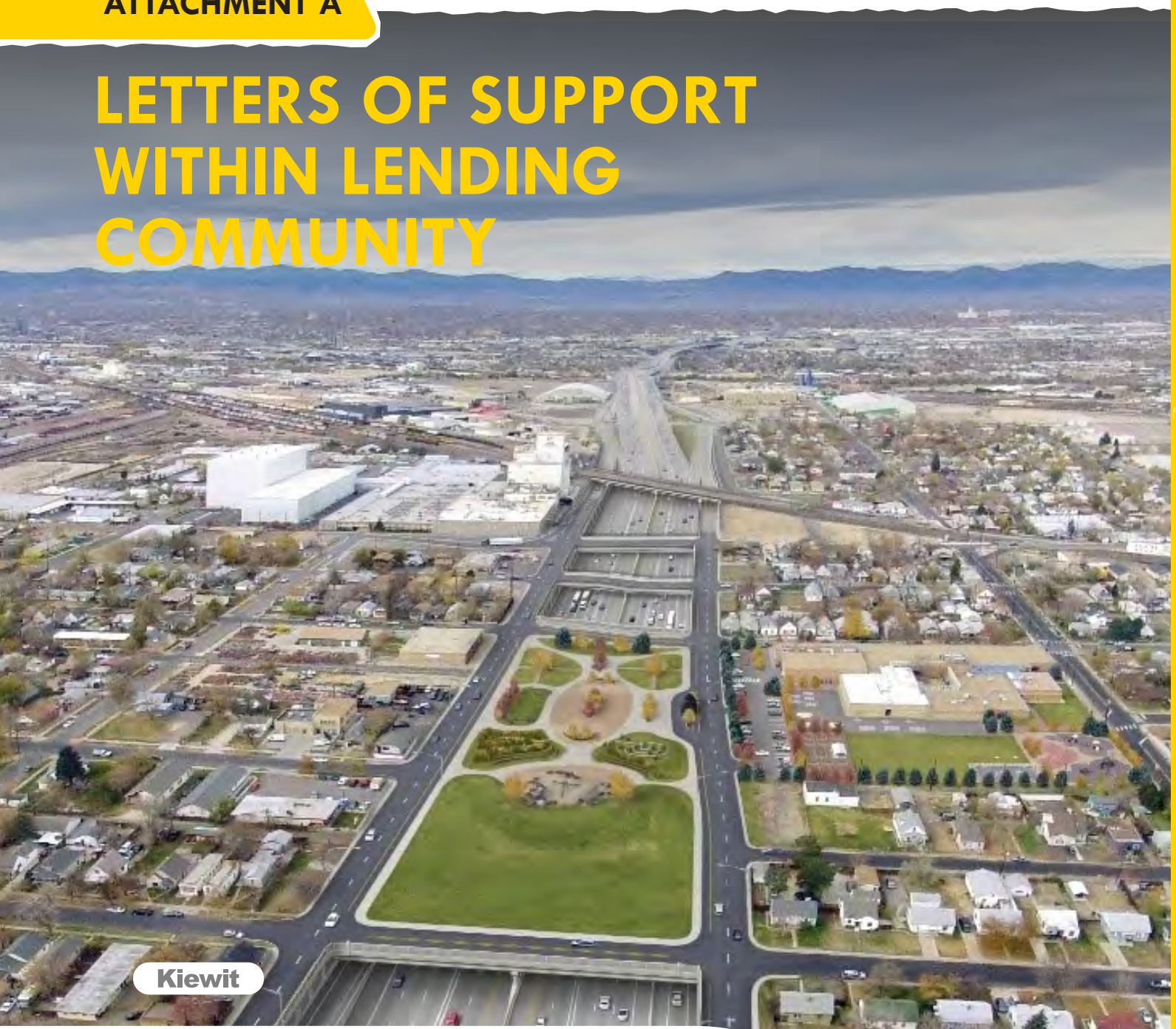
No funding sources or financial institutions have taken adverse action against Kiewit Water Facilities Florida or Kiewit Development Company during the past five years.

Kiewit-Stantec Team is RBUD's Best Partner

The Kiewit-Stantec Team is RBUD's best partner to develop and implement an optimal long-term financing for this Project. During Phase I, Kiewit Development will leverage its expertise with innovative financing structures across North America so that RBUD is presented with all viable options. Once the payment mechanism is finalized, we will work to optimize the financing solution to achieve the lowest overall cost of capital and to establish an expedited financial close. We continue to evaluate various alternatives and look forward to developing a joint solution with the RBUD that will meet the requirements of this unique Project.

ATTACHMENT A

LETTERS OF SUPPORT WITHIN LENDING COMMUNITY



$844M CENTRAL-70 P3

On Colorado Central 70, Kiewit Development worked with our construction colleagues on the contractor's cost curve to eliminate short-term financing and reduce the overall cost of capital, saving over $25M. Central 70 is the first availability-based P3 project in the U.S. market to have achieved 'A-' rating demonstrating Kiewit Development 's expertise and Kiewit's credit strength and ability to deliver a strong security package.

BARCLAYS

July 13, 2021

Althea Pemsel, MS, CPSM
Director of Procurement
The City of Riviera Beach
RFQ # 1039-21-3, Utility Special District Water Treatment Facilities

Re: RFQ 1039-21-3 Design-Build-Finance Water Treatment Facilities

Dear Althea Pemsel,

Barclays Capital Inc. ("Barclays") is pleased to confirm its support to the Kiewit-Stantec Team (the "Team"), including Kiewit Water Facilities Florida and Kiewit Development Company (collectively "Kiewit"), in response to the Request for Qualifications issued by the Riviera Beach Utility Special District (the "District") in collaboration with the City of Riviera Beach (the "City") for the design, build, finance of the City of Riviera Beach Utility Special District Water Treatment Facilities project (the "Project"). Barclays is well aware of the high reputation of the members of the Team – which has been involved in and successfully executed a number of projects similar to the proposed Project over the years. Barclays is an experienced financial institution in the infrastructure sector and the municipal bond market, with a proven track record of arranging and providing debt financing for large transactions like the Project.

Barclays has been and continues to be an active underwriter to North American P3 transactions, as evidenced by some of our recent transactions. We have achieved financial close on a number of large infrastructure P3 concessions, including but not limited to the transactions detailed in the table on the following page. Barclays' Infrastructure Project Finance team continues to be helmed by Steve Howard, who has significant experience with water P3 transactions having worked on the financing of the Poseidon Carlsbad Desalination Plant and the Rialto Water System projects. Mr. Howard and the Barclays team also have experience arranging financing for projects that utilize a 501(c)3 structure, such as the LAX APM and KentuckyWired P3 projects.

Barclays has a longstanding history with a geographically diverse array of Florida issuers and has led transactions for a variety of Florida credits, including: Hillsborough County, the City of North Miami Beach, Jacksonville Electric Authority, Orlando Utilities Commission, Central Florida Expressway Authority, Miami-Dade Expressway Authority, Miami International Airport, Florida Hurricane Catastrophe Fund, Orange County, Sunshine State Government Finance Commission, Duval County Public Schools and Miami-Dade County School Board, among others. To better serve Florida-domiciled clients and in recognition of the importance of local presence, Barclays maintains an office in Miami.

Barclays has a long history of working together with Kiewit, including serving in a financing capacity on other competitive P3 bidding situations and structuring tax-exempt financing for P3 projects similar to the Project. Specifically, Barclays served as financial advisor and underwriter to Kiewit in their successful pursuit, as part of the Kiewit Meridiam Partners LLC consortium, of the $1 billion+ Central 70 design-build-finance-operate-maintain P3 Project in Colorado. Barclays also served as underwriter to Kiewit for the $1 billion+ Goethals Bridge Replacement in New York/New Jersey. On the basis of our experience and discussions with Kiewit, we are excited about the Project and confirm our interest in arranging and participating in the financing required for the Project.

BARCLAYS

Project	Location	Size	Barclays' Role
Poseidon Carlsbad Desalination Plant*	California	$924 million	Financial Advisor Joint Lead Bookrunner
Rialto Water System*	California	$172 million	Structuring Advisor Co-Lead Placement Agent
Port of Miami Tunnel Project**	Florida	$682 million	Sole Financial Advisor
Central 70 Project***	Colorado	$960 million	Financial Advisor Joint Lead Bookrunner
Goethals Bridge Replacement Project***	NY-NJ	$1.2 billion	Joint Lead Bookrunner
JFK International Terminal 4 Refinancing	New York	$935 million	Joint Bookrunner
Denver Eagle P3 Refinancing	Colorado	$312 million	Joint Lead Bookrunner
North Tarrant Express 3C	Texas	$658 million	Joint Lead Bookrunner
Northwest Parkway	Colorado	$744 million	Financial Advisor Sole Placement Agent
LaGuardia Airport Central Terminal	New York	$2.4 billion	Joint Lead Bookrunner Sole Placement Agent
I-595 Refinancing	Florida	$826 million	Financial Advisor Placement Agent
Texas SH-288 Project	Texas	$273 million	Joint Lead Bookrunner
North Tarrant Express 3A-3B	Texas	$1.3 billion	Joint Lead Bookrunner
Midtown Tunnel Project	Virginia	$2.1 billion	Lead Left Bookrunner
JFK International Terminal 4 Expansion	New York	$791 million	Financial Advisor Joint Lead Bookrunner

**** Water P3 Transactions*** ***** Florida P3 Transactions*** ****** Kiewit P3 Transactions***

We note that this letter does not contemplate any specific financing structure or proposed transaction at this time. Any debt financing, underwriting or placement with respect to the Project will be subject to Barclays' satisfaction with the financing terms and structure; completion of due diligence and internal approvals. This letter does not constitute a binding commitment or offer to finance, underwrite or place securities for the Project.

We look forward to the opportunity to work on the Project with the Team, the District and the City.

Sincerely,

Stephen Howard
Director & Head of Infrastructure Project Finance
BARCLAYS CAPITAL INC. 745 7th Ave, 19th Floor
(212) 526-4083
stephen.howard@barclays.com

KeyBanc
Capital Markets

1301 Avenue of the Americas
Suite 3700
New York, New York 10019

July 8, 2021

Althea Pemsel
Director of Procurement
The City of Riviera Beach
600 West Blue Heron Boulevard
Riviera Beach, FL 33404

Re: RFQ # 1039-21-3 – City of Riviera Beach Utility Special District Water Treatment Facilities Project

Dear Ms. Pemsel,

KeyBank National Association ("KBNA") and KeyBanc Capital Markets ("KBCM") (in reference to both, the "Firm" or "We") is pleased to provide this letter in support of the Kiewit-Stantec Team (the "Respondent"), comprised of Kiewit Water Facilities Florida, Kiewit Development Company and Stantec Consulting Services in connection with their pursuit of the City of Riviera Beach Utility Special District Water Treatment Facilities (the "Project"). We understand the Riviera Beach Utility Special District (the "District") in collaboration with the City of Riviera Beach ("Riviera Beach") is soliciting qualifications from experienced development teams with recent and relevant experience. We firmly believe the members of the consortium are highly experienced partners and confirm our strong interest in potentially providing financing solutions in the form of direct debt, capital markets products, as well as any required derivative hedging instruments.

We are pleased to support the Respondent in their pursuit of this Project. We have collaborated, supported bids, and advised the members of the Respondent team, across a number of transactions. Given our experience with the Respondent and their respective track record, we believe the team to be well qualified to successfully deliver the Project. Furthermore, in our opinion, the Respondent is extremely capable of securing, managing and bringing to financial close the financing of a project of this size and nature involving a public-private partnership. KBCM stands ready to support the Respondent to facilitate the financing of the Project should they be selected.

KBCM is a full-service investment banking firm and a wholly-owned subsidiary of KeyCorp ("KeyCorp"), with assets of approximately $170 billion (as of December 31, 2020). We have more than 16,000 employees, over 1,100 full-service retail branches across 16 states and a market capitalization of over $20 billion (as of July 1, 2021). We have three offices and 144 employees providing commercial and investment banking services in the State of Florida. KeyCorp companies provide investment management, retail and commercial banking, consumer finance, and investment banking products and services to individuals and companies throughout the United States. KBNA's Long Term Issuer and Senior Unsecured Debt ratings are A3/A-/A- by Moody's, S&P and Fitch, respectively. KBNA's Short-Term/Commercial Paper ratings are P-1/A-2/F1 by Moody's, S&P and Fitch, respectively.

KBCM houses Key's investment banking and securities broker dealer operations including all our municipal and corporate bond activity. It is in this capacity that our Public Sector/Public Finance Group has a dedicated team of over 60 professionals that work with state agencies and municipalities, as well as with Infrastructure, Real Estate, Utility, Healthcare, and Higher Education institutions.

Thomas Mulvihill is a Managing Director in KBCM's Public Sector Group as Group Head of the Infrastructure Finance and Public-Private Partnerships ("P3") Business. Mr. Mulvihill brings more than 25 years of public and project finance experience. Prior to joining Key, he served as a Managing Director in KPMG Corporate Finance's Infrastructure Advisory practice. He was responsible for providing strategic and financial advisory services, including transaction structuring, procurement and execution for clients in the social infrastructure, transportation and utility sectors. Nathan Flynn is a Managing Director

in KBCM's Public Finance Group. Mr. Flynn brings over 20 years of experience underwriting municipal bonds and development finance transactions.

As an experienced lender, debt arranger, and advisor, the Firm has provided debt financing to support borrowers in connection with a number of transactions in the United States as seen below.

Select U.S. P3 Experience			
Project	**Total Debt (MM)**	**Financial Close**	**Role**
Georgetown University Energy Concession P3	$785.5 MM	July 2021	Mandated Lead Arranger
Connecticut Service Plazas	$138.5 MM	May 2021	Joint Placement Agent, Mandated Lead Arranger
California State University, Fresno Central Utility Plant Replacement P3	$122 MM	February 2021	Financial Advisor, Sole Placement Agent
City of San Marcos (TX) Public Services Complex	$41 MM	July 2020	Sole Arranger – Construction Loan Facility
The University of Iowa Energy Concession	$1,165 MM	March 2020	Joint Lead Arranger
FC Cincinnati Stadium Financing	$125 MM	March 2020	Sole Lead Arranger
Columbus Crew Stadium	$175 MM	January 2020	Joint Lead Arranger
Travis County (TX) Courthouse	$75 MM	April 2019	Sole Arranger – Revolving Construction Credit Facility
Kentucky State Office Building (Capital Plaza Tower Phase II)	$110.7 MM	February 2018	Sole Managing Underwriter
Kentucky State Office Building (Capital Plaza Tower Phase I)	$68.6 MM	April 2015	Sole Managing Underwriter
Select U.S. Water Utility Underwriting Experience			
Discovery Clean Water Alliance, (Clark County, Washington) Sewer Revenue and Refunding Bonds	$13.3 MM	June 2021	Sole Underwriter
City of Herriman, Utah, Water Revenue and Refunding Bonds	$22.7 MM	April 2021	Sole Underwriter
City of Lawrence, Indiana, Waterworks Revenue Bonds	$12.4 MM	July 2020	Sole Underwriter
St. Vrain Sanitation District, Weld County, Colorado, Wastewater Revenue Refunding and Improvement Bonds	$17.2 MM	April 2020	Sole Underwriter
Clark County, Washington Regional Wastewater District, Sewer Revenue Bonds	$10.2 MM	April 2020	Sole Underwriter
Select 501(c)(3) Underwriting Experience			
Housing Authority of Seattle, Revenue and Refunding Revenue Bonds	$67.6 MM	May 2021	Sole Underwriter
Yamhill County, Oregon Revenue and Refunding Bonds (Linfield University Project)	$46.1 MM	October 2020	Sole Underwriter
Buffalo and Erie County Industrial Land Development Corporation, Revenue Bonds (D'Youville College Project)	$34.4 MM	September 2020	Sole Underwriter
City of Aurora, Colorado, Water Revenue Bonds	$171.7 MM	May 2021	Co-Manager
Ohio Water Development Authority, Water Pollution Loan Fund, Revenue Bonds	$450.0 MM	April 2020	Co-Manager

KeyBanc
Capital Markets

We note that this letter of support does not contemplate any specific financing structure or proposed transaction and should not be construed as a commitment to provide or arrange financing, or to purchase, underwrite or place securities. We reserve all rights to conduct full due diligence and shall have sole discretion as to whether or not we will support the Respondent in connection with the Project. Although this letter does not represent a commitment to provide funds, KBCM is pleased to confirm its interest in providing financing support to the Respondent and continuing communications with the team to evaluate the possible roles we may play should the Respondent advance in the procurement process and be awarded the Project.

Sincerely,

Thomas Mulvihill
Managing Director
Head of Infrastructure

Sincerely,

Nathan Flynn
Managing Director

SMBC

SMBC Group

SUMITOMO MITSUI BANKING CORPORATION
277 Park Avenue
New York, NY 10172, U.S.A.

Althea Pemsel, MS, CPSM
Director of Procurement
The City of Riviera Beach
RFQ # 1039-21-3, Utility Special District Water Treatment Facilities

July 14, 2021

Dear Ms. Pemsel,

Re: Letter of support in respect to the Request for Qualifications for the City of Riviera Beach Utility Special District Water Treatment Facilities project.

On behalf of Sumitomo Mitsui Banking Corporation ("We", "SMBC" or "the Bank"), we are pleased to provide this letter in support of the Kiewit-Stantec team (the "Respondent") in connection with their pursuit of the City of Riviera Beach Utility Special District Water Treatment Facilities project (the "Project"). We have experience working with members of the consortium on past projects and regard them as very experienced and highly capable of delivering the Project. We are familiar with the Respondent Kiewit Development Company, and we are confident that the consortium has the ability to prepare a competitive bid and successfully carry out the elements of the design, build and finance of the Project.

Sumitomo Mitsui Banking Corporation ("We", "SMBC" or "the Bank"), established in 1876, is a market leader in the global infrastructure project finance market. SMBC's parent company is Sumitomo Mitsui Financial Group (NYSE: SMFG; Market Cap of US$46.87 billion as of July 14, 2021 one of three Japanese megabanks. SMFG had total assets of US$2.10 trillion as of March 31, 2021. SMBC's current credit ratings of A1/A/A/A(high) from Moody's/S&P/Fitch/DBRS respectively reflect the financial stability of the bank. SMBC has over 600 branches/offices in Japan and over 145 branches/offices and 86,000 employees worldwide.

SMBC is consistently a top project finance bank worldwide. In 2020, 2019, 2017, 2014, 2012 and 2008, SMBC was named Global Bank of the Year by Project Finance International. In 2018 SMBC was named Global Financial Advisor of the Year by IJ Global and Top 5 Arranger of Project Finance Loans by Global Capital. In 2016 SMBC was named North America Bank of the Year by Infrastructure Investor, and Americas Bank of the Year by PFI. SMBC has provided debt financing to support borrowers in connection with over 300 infrastructure transactions worldwide and has specific expertise in various PPP regimes.

As seen below, SMBC has participated in several similar project financings in North America:

Water Related Transactions in North America				
Project	**Total Bank Debt (MM)**	**Financial Close**	**SMBC Role**	**Geography**
Lions Gate Secondary Wastewater Treatment Plant	C$320	2017	MLA/Hedge Provider	British Columbia, Canada
McLoughlin Point Wastewater Treatment Plant	C$60	2017	MLA/Hedge Provider	British Columbia, Canada
Vista Ridge Regional Water Supply Project	US$875	2016	CLA/Structuring Agent/ Administrative Agent/Depository Agent/Collateral Agent/Hedge Provider	Texas, USA

Water Related Transactions in North America continued				
Project	**Total Bank Debt (MM)**	**Financial Close**	**SMBC Role**	**Geography**
Saint John Safe Clean Drinking Water Project	C$117	2016	MLA/Hedge Provider	New Brunswick, Canada

Florida Related Transaction				
Project	**Total Bank Debt (MM)**	**Financial Close**	**SMBC Role**	**Geography**
Port of Miami Tunnel	US$342	2009	Lender	Transport

SMBC has participated in numerous relevant infrastructure financings throughout North America, including but not limited to the following:

Select North American Financings				
Project	**Total Bank Debt (MM)**	**Financial Close**	**SMBC Role**	**Description**
Advance Tunnel for Scarborough Subway Extension	C$328	2021	MLA/Hedge Provider	Transport
Advance Tunnel for the Eglinton Crosstown West Extension	C$306	2021	MLA/Hedge Provider	Transport
University of Idaho Utility System	US$130	2020	Sole Senior Lender/ Sole Hedge Provider/Admin Agent	University Utility System
Edmonton Valley Line West LRT	C$354	2020	MLA/Hedge Provider	Transport
IH-635 LBJ Managed Lanes Refinancing	US$545	2020	Co-Managing Underwriter	Transport
Broadway Subway Project	C$450	2020	MLA/Hedge Provider	Transport
Rehabilitation of the Louis—Hippolyte-La Fontaine Tunnel	C$730	2020	MLA/Hedge Provider	Transport
Pattullo Bridge Replacement	C$340	2020	MLA/Hedge Provider	Transport
North Tarrant Express Managed Lanes	US$64	2019	JLA	Transport
North Tarrant Express Managed Lanes	US$1,200	2019	Co-Managing Underwriter	Transport
Hurontario Light Rail Transit Project	C$487	2019	MLA/Hedge Provider	Transport
Corner Brook Acute Care Hospital	C$266	2019	MLA/Hedge Provider	Healthcare
Regional Express Rail Davenport Diamond	C$94	2019	MLA/Hedge Provider	Transport
Energy Services Acquisition (ESAP)/ Energy Service Modernization (ESM)	C$560	2019	MLA/Hedge Provider	Heating and Cooling
Confederation Line Extension	C$225	2019	MLA/Hedge Provider	Transport
Tlicho All-Season Road	C$173	2019	MLA/Hedge Provider	Transport
Howard County Courthouse	US$78	2018	MLA/Hedge Provider	Courthouse
LAX Automated People Mover P3	US$269	2018	MLA	Transport
Kansas City Airport Predevelopment Loan	US$23	2018	Sole Lender	Transport
Massachusetts Automated Fare Collection System	US$212	2018	MLA/Hedge Provider	Transport
RER Stouffville Stations	C$202	2018	MLA/Hedge Provider/ Administrative Agent	Transport
Michael Garron Hospital	C$339	2018	MLA/Hedge Provider/ Administrative Agent	Healthcare

Select North American Financings continued				
Project	**Total Bank Debt (MM)**	**Financial Close**	**SMBC Role**	**Description**
RER Highway 401 Rail Tunnel	C$79	2017	MLA/ Administrative Agent	Transport
Mount Sinai Hospital Phase 3A Redevelopment	C$131	2017	MLA/Hedge Provider	Healthcare
Lions Gate Secondary Wastewater Treatment Plant	C$320	2017	MLA/Hedge Provider	Water
McLoughlin Point Wastewater Treatment Plant	C$60	2017	MLA/Hedge Provider	Water
Vista Ridge Regional Supply Project	US$875	2016	CLA/Structuring Agent/ Administrative Agent/Depository Agent/Collateral Agent/Hedge Provider	Water
University of California Merced Campus Expansion (Senior Notes)	US$663	2016	Co-Placement Agent	Education
Seneca College King Campus Expansion	C$62	2016	Sole Lender/Hedge Provider	Education
Long Beach Civic Center	US$212	2016	Sole Lender/Hedge Provider	Port Facilities
State Street Redevelopment Project (Term Loan)	US$25	2016	Sole Lender/Hedge Provider	Transport
State Street Redevelopment Project (Senior Notes)	US$40	2016	Sole Placement Agent	Transport
Edmonton Valley Line LRT – Stage 1	C$201	2016	MLA/Hedge Provider	Transport
Saint John Safe Clean Drinking Water Project	C$117	2016	MLA/Hedge Provider	Water
St. Thomas Elgin Hospital	C$56	2015	MLA/Hedge Provider	Healthcare
King Edward Memorial Hospital Refinancing	US$242	2015	MLA/Hedge Provider	Healthcare
South Fraser Perimeter Road Refinancing	C$228	2015	Lead Placement Agent	Transport
Regina Bypass Project	C$573	2015	MLA/Hedge Provider	Transport
Champlain Bridge Replacement	C$1,143	2015	MLA/Hedge Provider	Transport
Highway 407 East Phase 2	C$241	2015	MLA/Hedge Provider	Transport
Ottawa Light Rail Transit – Confederation Line	C$215	2013	MLA/Hedge Provider	Transport
Connecticut Service Plazas	US$105	2012	MLA	Highway Service Plazas
Ohio State University Parking	US$285	2012	MLA	Parking
Toronto 2015 Pan/Parapan American Games Stadia	C$50	2012	MLA/Hedge Provider	Government Facility
Toronto 2015 Pan/Parapan American Games Aquatics Centre and Field House	C$54	2012	MLA	Government Facility
Toronto 2015 Pan/Parapan American Games Athletes Village	C$611	2012	MLA/Hedge Provider	Government Facility
Halton New Oakville Hospital	C$474	2011	MLA/Hedge Provider	Healthcare
King Edward Memorial Hospital	US$246	2010	MLA	Healthcare
McGill University Hospital Centre	C$393	2010	MLA/Hedge Provider	Healthcare
Alberta Schools II	C$92	2010	MLA/Hedge Provider	Education
Port of Miami Tunnel	US$342	2009	Lender	Transport
Surrey Outpatient Care Facility	C$160	2008	Lender/Hedge Provider	Healthcare

Select North American Financings continued				
Project	**Total Bank Debt (MM)**	**Financial Close**	**SMBC Role**	**Description**
Alberta Schools I	C$460	2008	MLA/Hedge Provider	Education
RAV Rapid Transit Project	C$578	2005	Lender	Transport
Sea to Sky Highway Project	C$498	2005	Lender	Transport

Over the years, we have developed a specific expertise in infrastructure finance and have acted as Lead Arranger, Hedge Provider, Placement Agent, Sole Committed Lender and Underwriter on a wide variety of projects, some of which have received widespread industry recognition.

We have worked with the Respondent, together in a consortium, alone or with other local or international partners, in several successful transactions in the infrastructure sector including public-private partnership concession financing packages. The Bank has successfully collaborated with Respondent members on several similar projects, as detailed in the following table.

Previous Project Financings with Kiewit		
Project	**Total Bank Debt (MM)**	**Role**
Confederation Line Extension	C$225	MLA/Hedge Provider
Tlicho All-Season Road	C$173	MLA/Hedge Provider
Colorado I-70 East	US$115	Underwriter

SMBC has also supported the Respondent on many additional projects with committed financing as Mandated Lead Arranger in support of bids.

We acknowledge that the Respondent are sophisticated entities with outstanding technical and financial capabilities to bid and work in national and international tenders and are capable of obtaining financing for a project of the size and nature of the Purified Water Project. We have had initial discussions with Kiewit Development Company regarding our participation in the funding process for the Project. Based on the information we have received on the Project to date, we can confirm our interest in being involved in the Project.

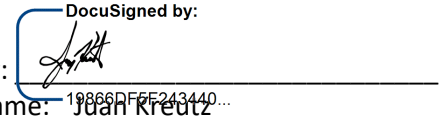
Although this letter does not represent a commitment to provide financing for this project, the Bank is pleased to confirm its interest in potentially providing financial support to the Project. We are highly confident in our abilities to demonstrate once again our capabilities in structuring a comprehensive financing package in support of the bid and to allocate experienced and motivated staff to the Project at all times.

For the avoidance of doubt, this letter does not constitute an offer of finance on our part and may not be relied upon by any party. Credit approval will be required and therefore financial support will be subject to our due diligence review and our usual internal credit approval process.

We look forward to drawing on our extensive project finance skills, infrastructure related experience and financial strength in working with you on this exciting project.

Yours faithfully,

Sumitomo Mitsui Banking Corporation

By: 

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Loop Capital

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July 9, 2021

Althea Pemsel, MS, CPSM
Director of Procurement
The City of Riviera Beach
RFQ # 1039-21-3, Utility Special District Water Treatment Facilities

Re: Letter of Support in respect to the Request for Qualifications for the City of Riviera Beach Utility Special District Water Treatment Facilities Project

Dear Althea Pemsel:

Loop Capital Markets ("Loop Capital" or "LCM") (to incorporate JLC Infrastructure ("JLC")) is pleased to provide this letter in support of the Kiewit-Stantec Team (the "Team"), including Kiewit Water Facilities Florida and Kiewit Development Company (collectively "Kiewit"), in its bid to become a successful respondent to the Request for Qualifications issued by the Riviera Beach Utility Special District (the "District") in collaboration with the City of Riviera Beach (the "City") for the design, build, finance of the City of Riviera Beach Utility Special District Water Treatment Facilities project (the "Project").

We have an established relationship with Kiewit and believe that the Team is well positioned to achieve the objectives of the District and the City.

We have started to discuss various financing strategies and alternatives with the Team and we look forward to pursuing these discussions as further information is made available by the District and the City. We believe that the Team has the financial capacity to obtain, in the capital and financial markets, the funds needed to finance a project of this size and nature, in terms of debt and, if necessary, equity. Furthermore, in our opinion, the Team is capable of securing, managing, and bringing to financial close the financing of a project of this size and nature involving a public-private partnership.

Loop Capital is a privately-owned full-service investment bank, brokerage and advisory firm that provides creative capital solutions for corporate, governmental, and institutional entities nationally and across the globe.

Today, Loop Capital is the largest Minority-Owned Investment Bank in the Country – a certified Minority Based Enterprise ("MBE") – and serves clients in corporate and public finance, financial advisory services, taxable, tax-exempt and global equity sales, trading and research, analytical services and financial consulting services. Starting with a team of six in 1997, Loop Capital has grown into a global financial services firm with nearly 200 professionals.

Loop Capital's Public Finance Division

Loop Capital has established itself as a nationwide leader in the municipal finance industry with extensive experience serving the largest and most complex issuers throughout the country. Since inception, the Firm has senior managed nearly $58 billion in financings and participated in more than $1.5 trillion of transactions for issuers in 49 states, as well as the District of Columbia and Puerto Rico.

We have served as senior manager on numerous tax-exempt issuances for some of the largest issuers in the nation including:

We have a strong presence in the State of Florida (the "State"), with 1 professional based in Miami and 3 professionals based in Boca Raton. Since inception, Loop Capital has served as an underwriter in excess of $64.6 billion of negotiated financings in the State, including over $1 billion as senior manager or joint bookrunner. Notable issuers that we have served include the City of Miami Gardens, City of Tallahassee, Miami-Dade County, Palm Beach County, and Greater Orlando Aviation Authority, among others.

This letter does not constitute any commitment by us to underwrite or provide funds to the Team or for the Project. Any financing commitment will be subject to completion of due diligence, satisfactory legal documentation, receipt of internal approvals and other conditions which we consider to be appropriate for this Project.

We look forward to the opportunity to work on the Project with the Team, the District, and the City. Should you require further information do not hesitate to contact the undersigned.

Sincerely,

Ray Lawson, *Senior Vice President*
Phone: 212.823.1057
Email: Ray.Lawson@loopcapital.com

TAB 6

PROJECT INNOVATION, DEVELOPMENT, AND MANAGEMENT PLAN

$388M NORTHWATER TREATMENT PLANT CMAR

Kiewit identified a construction condition between the planned headworks facility and the flocculation and sedimentation basin. Initially, the two buildings were 35 ft apart and at different base slab elevations. Working with Denver Water, Kiewit proposed increasing the distance between the structures to eliminate the need for shoring and allowing simultaneous construction. This optimized construction phasing, reduced costs by $1M, and accelerated project schedule.

Tab 6: Project Innovation, Development, and Management Plan

Section Overview

Kiewit's and Stantec's history of innovation positions the Kiewit-Stantec Team to uncover practical, forward-thinking solutions to take the RBUD WTF to the next level, and shave costs where feasible. Benefits we bring described in this section include:

WATER QUALITY

We will walk RBUD and BC through an efficient Treatment Process Selection Workshop at Project Kickoff to develop treatment solutions for the RBUD WTF. *Page 6-7*

WATER BY DEC. 2023

Kiewit-Stantec have a track-record of on time performance. Our first four weeks sets the table for efficient project execution to meet the Dec. 2023 deadline *Page 6-12*

PRIVATE FINANCING

Kiewit's in-house Finance Unit brings the financial strength to develop the best financing solutions to obtain the best rates and in a way that keeps pace with the project. *Page 6-7*

COMMUNITY FOCUSED

Our strategies to exceed the local 15% requirement include Valerin Group and Merchant Strategy advancing outreach with job fairs and "Koffee with Kiewit" events. *Page 6-10*

6.1 Development Concept, Operational and Management Plan

6.1.0 Major Tasks and Sub-tasks

Additional Alternatives for the RBUD WTF Process for Better Water Quality

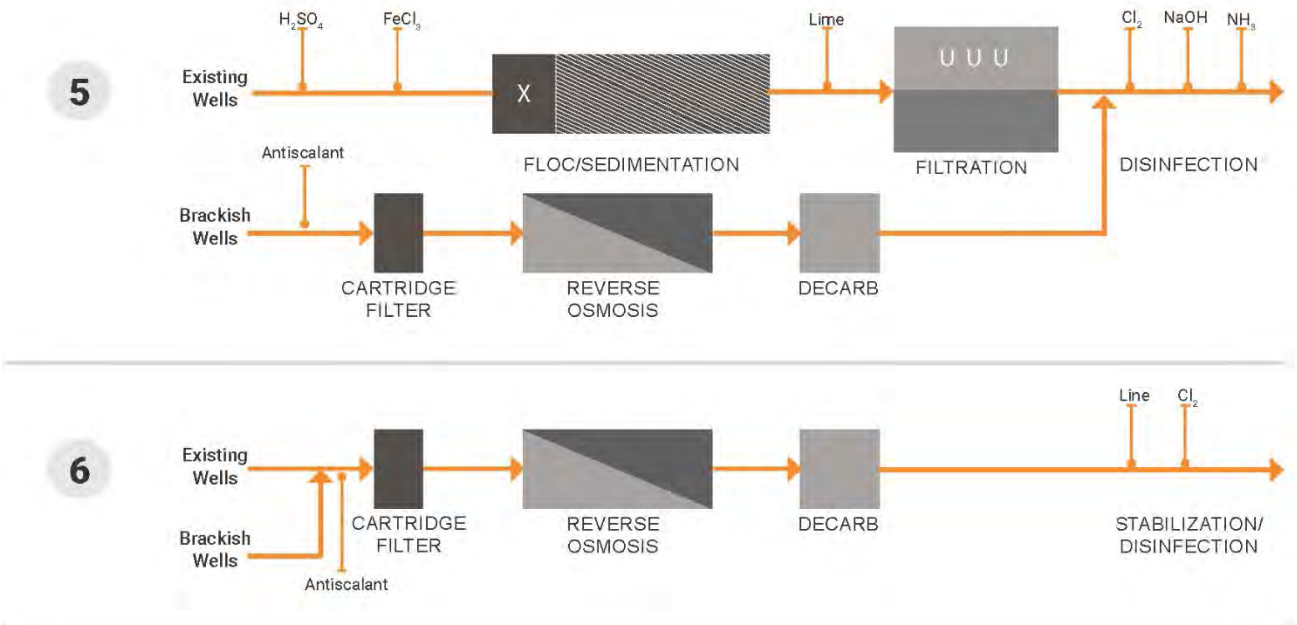
We have evaluated potential processes to treat the RBUD WTF raw water. BC's TM No. 3 (July 6, 2020) identified four treatment alternatives to the existing lime softening plus chloramine disinfection (Nos. 1-3) or chlorine disinfection (No. 4). Our team recommends consideration of two additional alternatives. The relative advantages and disadvantages of all six alternatives are summarized in **Exhibit 6-1**.

Exhibit 6-1 / The advantages and disadvantages of the identified alternatives. The Kiewit-Stantec Team identified Nos. 5 and 6.

ALTERNATIVE	COLOR	TASTE & ODOR REMOVAL	DBPs	TDS / HARDNESS	OPERABILITY	RESIDUALS DISPOSAL	USE OF NEW SOURCE	CAPITAL COST	O&M COST
1 - Upgraded softening for existing wells	Poor	Limited	Fair	Fair	Similar to Existing	Softening Sludge	Does not allow	Low	Low
2 - Upgraded softening + IX for existing wells	Fair	Limited	Good	Fair	Adds IX + Regeneration	IX Brine + Softening Sludge	Does not allow	Medium	Medium
3 - Upgraded softening for existing wells; RO for brackish wells	Poor	Limited	Fair	Good	Adds RO	Softening Sludge + RO Brine	Allows Use of Brackish Wells	Medium	Medium
4 - Nanofiltration for existing wells; RO for brackish wells	Very Good	Good	Very Good	Very Good	Separate NF and RO	NF + RO Brine	Allows Use of Brackish Wells	High	High
5 - Ferric coagulation for existing wells; RO for brackish wells	Good	Limited	Good	Fair	Separate Conventional and RO	Ferric Sludge + RO Brine	Allows Use of Brackish Wells	High	Medium
6 - RO for combined existing and brackish wells	Very Good	Very Good	Very Good	Very Good	Single Process	RO Brine	Allows Use of Brackish Wells	Medium	Medium

The Kiewit-Stantec Team's alternatives Nos. 5 and 6 (Exhibit 6-2): No. 5 is the use of low pH ferric chloride coagulation for color removal plus RO for future brackish wells; and No. 6 is the RO treatment of a combined flow stream of existing wells and future brackish wells. No. 6 has the additional advantage of a single RO treatment process that could be designed to treat the high color/organics of the existing wells and the higher TDS brackish wells. The low pH ferric chloride coagulation is similar to that used at the City of Tampa's Hillsborough River WTP. It is effective in color removal, and by using RO to treat brackish wells, the TDS/hardness of the finished water could be made similar to or better than existing.

Exhibit 6-2 / The Kiewit-Stantec Team's additional alternatives Nos. 5 and 6.



If RO is included in the selected train, we will consider high recovery options. Stantec and IDE have pushed recoveries above 90% and as high as 98%. By increasing recovery, the volume of brine disposal and number and capacities of new wells, if required, will be reduced. These include three or four stage conventional RO, closed-circuit RO (CCRO) as developed by Desalitech, Pulse Flow RO (PFRO) (**Exhibit 6-3)**, and MaxH2O developed by our team member IDE (**Exhibit 6-4**). PFRO implements alternating hydraulic and osmotic conditions. It switches between (1) "production mode"- dead end desalination by closing a brine valve and (2) "flushing mode"- the brine valve is open, and brine is discharged rapidly, thereby creating high shear force.

The MaxH2O Desalter process recirculates 1) treated water through the RO system at high shear velocity, and 2) continuous precipitation of supersaturated salts from the recirculated brine. The system provides a solution for brackish water requiring high recovery operation, and successfully overcomes the various challenges, e.g., scaling of sparingly soluble salts, and organic and bio fouling. The integrated salt precipitation and removal unit removes only the salts that can harm the desalination process. The developed process minimizes the brine quantity, with minimum operational expenditures.

Kiewit and IDE will leverage their multi-billion dollar global supply chains to obtain best delivery schedules and prices.

Exhibit 6-3 / The PFRO train design is based on a one-stage process, with all the pressure vessels operating in parallel.

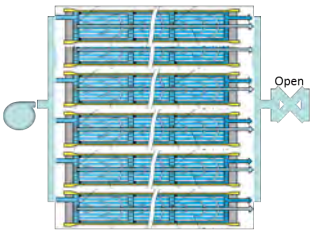


Exhibit 6-4 / IDE designed, modularized, and built the MaxH2O Desalter process.

Water Storage and Conveyance with a Customized Hydraulic Model

Raw Water Main & Potable Water Conveyance – The RBUD WTF will connect to the existing raw water supply and portable water distribution. A hydraulic model will be developed and calibrated, and various scenarios will be conducted with input from RBUD's and BC's staff. Our design staff will incorporate future flows into the hydraulic model to verify existing pipe size is adequate under initial and future conditions. The model will be used to confirm adequate flow, water quality, and pressure throughout the water system. The following is our approach to the Raw Water and Portable Water Distribution Main:

- Develop a combined quality and hydraulic model to provide a sequential plan that evaluates existing raw water wells production flows and future added flows.
- Create the hydraulic model to account for ground storage tank, high-service pump stations, and water distribution mains to provide high-quality Potable water that meets the pressure and flow requirements. The model information will be calibrated with field collected data.
- Conduct a condition assessment of the existing raw water and water distribution mains to verify remaining design life. Our design staff will make recommendations based on the anticipated demands and lifecycle of the existing mains. If needed, pipe rehabilitation options will be evaluated as a cost saving alternative.
- Size and construct potable water main transmission to connect to the existing distribution system from the new RBUD WTF site. The connection will be in the vicinity of the existing RBUD WTP located approximately 0.5 miles from the proposed new RBUD WTF site.
- Incorporate ongoing water distribution projects into the model to create adequate flow, pressures, and high-quality drinking water.
- Recommend construction methods at main intersections that minimize impact to the public.

Water Storage – Stantec, in collaboration with RBUD's and BC's staff, will conduct a facility planning workshop to determine the ideal tank size based on optimizing the storage-pumping relationship. The hydraulic model mentioned earlier will help develop operating guidelines to maximize the storage use, determine high-service pumping and distribution, and minimize potential water quality issues.

From preliminary documents, RBUD and BC presented a circular storage tank approximately 120' in diameter. The ideal capacity for such diameter ranges 2.5-3.0MG with water heights between 29'-7" and 35'-6", respectively. The Kiewit-Stantec Team will verify the tank is designed to meet any special firefighting requirements of customers within the service area.

Injection and Supply Well Options

If membrane technology is selected, an alternative water supply will be required to meet future demand and offset potential treatment losses — supply that will likely come from constructing wells in the deeper Floridan aquifer system and treating with RO. If nanofiltration or RO treatment is required, a Class I non-hazardous injection well will be required for disposal of concentrate. The Kiewit-Stantec Team has designed and permitted 17 Class I injection wells in Miami-Dade and have permitted, designed, constructed and/or tested over 50 Class I wells in Florida. We will lead RBUD and BC through the FDEP permitting process so construction of the disposal well will not impact start-up and commissioning.

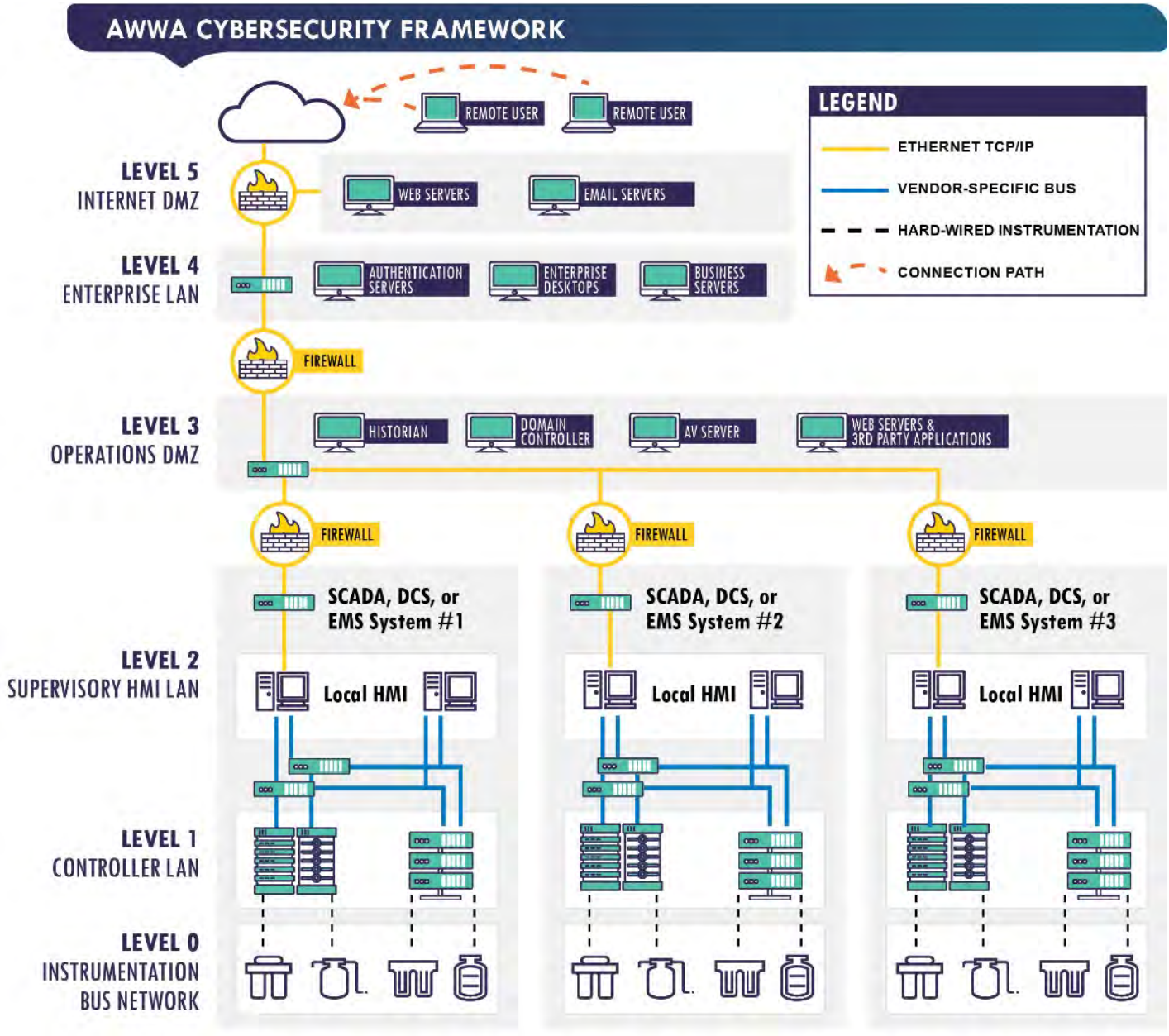
SCADA for Onsite and Centralized Monitoring

We will review the existing SCADA and design an integrated system to establish secure industrial control SCADA for both onsite and centralized monitoring and control of the system. The SCADA system will include field-mounted instruments, local equipment control panels, distributed PLCs and remote input/output panels, Ethernet communication networks and a system of operator workstations and local operator interface panels. The digital control system will include full redundancy.

A fault tolerant, dual path fiber optic device level ring network will provide network drops at each PLC, MCC, Switchgear and the various Local Control Cabinets. The loop configuration provides for redundant network paths in the event of fiber segment problems or failure of individual network devices. A key aspect of the SCADA design is the consideration for cybersecurity as represented in levels 0, 1 and 2 of the AWWA Cybersecure Framework illustrated in **Exhibit 6-5**.

Process plant, blowers, pumps, valves, and packaged equipment monitoring is accomplished with instrumentation and monitoring devices connected to the control systems for increased visibility of the operation to spot trends that predict production needs. This will develop data analytics for real-time data on operations, service and enterprise key performance indicators to improve operational efficiency.

Exhibit 6-5 / Cybersecurity framework hierarchy the Kiewit-Stantec Team will follow considers cybersecurity in the early stages.



EPMS Independent of SCADA to Reduce Maintenance

We will develop an Electrical Power Monitoring System (EPMS) independent of SCADA. This tool goes beyond the typical capabilities of SCADA-DCS monitoring and allows our electrical maintenance staff to analyze cascading outages and waveform analysis for improved fault diagnostics. The system will have an independent EPMS to monitor the complete electrical distribution system to connect, monitor, manage and model the critical components in the RBUD WTF, and motor load power usage at the main facility. Electrical monitoring and control equipment in the system will be standardized for consistency and compatibility and to reduce the spares holdings required for maintenance.

Buildings that Increase Public Confidence

Functionality and Innovation - Each of the facilities will operate efficiently both independently and together. Key items we will consider include site flow, site access locations, functional space flow, proper adjacencies, and communications. We will design and construct facilities that will be functional for RBUD's staff and users based upon their desired operating and maintenance procedures.

Aesthetics – An aesthetic design does not need to cost more. The Kiewit-Stantec Team will enhance the new RBUD WTF design so it is embraced by the community, as we did on the Cape Coral South West Project (**Exhibit 6-6**). We will consider form, materials, building orientation, and site layout.

Exhibit 6-6 / Cape Coral South West WRF O&M Building.

Permitting

From recent experience in South Florida, we know the permitting process is the critical path activity for municipal projects. The best way to address this challenge is to engage early and often with the permitting authorities; stay abreast of regulatory updates and rulings to maintain an understanding of the requirements; incorporate requirements into the design from the start; and maintain outstanding working relationships with authorities who have jurisdiction over the project.

Our permitting staff has applied this approach to obtain permits from the South Florida Water Management District, the Florida Department of Environmental Protection, Palm Beach County's Environmental Resources Management and Department of Health, and other agencies. We work directly with agency personnel to streamline procedures, significantly accelerating the review turnaround time.

We foresee engagement with multiple state, county and city agencies in the development of The City of Riviera Beach Advanced Water Treatment and Public Works Administration Facilities, including:

- Raw water production wells and disposal wells
- Potable water transmission and distribution system connection to existing plant
- Site civil, paving and drainage
- Environmental site assessment (Phase II) being currently conducted by others
- Onsite City fueling station
- Building Permit (structural/hurricane code, HVAC, plumbing, architectural, fire/safety, fencing)
- Development of significant impact (Planning and Zoning)
- Landscape plan (Planning and Zoning)
- Irrigation plan (Planning and Zoning)
- Tree alteration (Planning and Zoning)
- Consumptive use permit (SFWMD)
- Environmental Resource Permit (FDEP)
- Demolition of existing facilities
- Special permit for onsite lab if applicable
- Special permit for using Utility and Public Works Administration building as a hurricane shelter
- Application for a Specific Permit to Construct Potable Water System Components (PBCHD)
- Stormwater system
- Special permit for solar power installation for mobile generators and pump storage area

Treatment Process Selection Workshop at Kickoff to Expedite Schedule

The RFQ's first four weeks include activities that normally take between 8 and 15 weeks. Our streamlined approach will start the project kickoff and design implementation early and run activities in parallel.

Pre-NTP Activities – The Kiewit-Stantec Team will start key activities before NTP. We will move forward in good faith upon notice of selection and start analyzing historical water quality information and data, make recommendations for additional data collection and develop a sampling program to augment that existing information to enable process evaluation and selection. IDE has in-house water quality analysis capabilities that allow us to have results for all parameters within two weeks of sampling. This is critical to ensure that key parameters are available within the first four weeks.

Preliminary Activities – We will hold a project kickoff that presents the outcome of the pre-NTP activities and initiates any required follow-up. We will investigate potential water sources, including the Floridan Aquifer; the potential utilization of water from the C-51 reservoir project; and bulk water purchase from PBCWUD or City of West Palm Beach.

We will start with models based on available historical water quality data and reasonably anticipated values for missing parameters for both the surficial and Floridan aquifers. These models will be run as "sensitivity analyses" for critical process parameters. Upon completion, the alternatives will be revised as necessary to ensure the right options are being evaluated. We will then initiate plant layout planning, establish initial draft construction and operating cost models for each alternative and establish evaluation criteria and relative weighting to guide decision-making. Our approaches that allow us to bracket reasonable treatment alternatives to bring to the kickoff are:

- **The Base Case –** We will update and evaluate the recommended alternative from your previous planning efforts, which is membrane treatment using a combination of conventional nanofiltration and reverse osmosis. This alternative will become the baseline for validating the project approach and considering alternatives.
- **Refinements –** We will augment the previously defined alternative and investigate higher recovery configurations to maximize RBUD's water resources and reduce the size, cost and operational complexity of brine management systems.
- **Simplification –** We will blend all influent raw water and provide a single optimized treatment train using reverse osmosis. Conventional and high recovery configurations will be evaluated.

Selecting the Treatment Process at Kickoff

The outcome of our basic approaches will be a ranking of potential recommendations. The Kiewit-Stantec Team will facilitate a workshop to present results to date, present findings, and make recommendations. At the workshop, we will finalize and freeze the design concepts so design can proceed immediately.

Financing Options Workshop

To identify financial products best suited for RBUD and generate maximum value for current and future ratepayers, the Kiewit-Stantec Team will do the following to prepare for the Financing Options Workshop:

- Understand RBUD's financial constraints and goals to identify a financing options shortlist
- Use options shortlist to work with financial institutions to determine required terms and conditions
- Work with the DB team to understand the DB cost and schedule to identify financing needs
- Narrow shortlist based on lowest cost of capital, RBUD's preferences, and the DB cost and schedule
- Develop financing agreements in coordination with RBUD counsel and financial institutions
- Reach commercial and financial close in "lock-step" with the project schedule to keep pace

Space Planning Workshop to Facilitate an Interactive Design

Our approach to the space needs study is centered on the design charrette, in which we will gather for planning and design sessions with RBUD and BC personnel to work collaboratively and receive ongoing input from the users and stakeholders. Our typical charrette is a three- to four-day session where we work together to create alternative planning or design concepts and engage our client and key users/stakeholders to provide input and feedback during daily review sessions. We will produce a large amount of work in a short amount of time and will collaborate with you to keep the Project on track.

BIM/3D Visualization to Assist in Future Expansions

Our design staff has been involved with building information modeling (BIM) since 2002 using Revit software for projects (**Exhibit 6-7**). We will use 3D visualization tools, such as shown in **Exhibit 6-8**, to present design development so stakeholders can "see" the spaces as they are being designed.

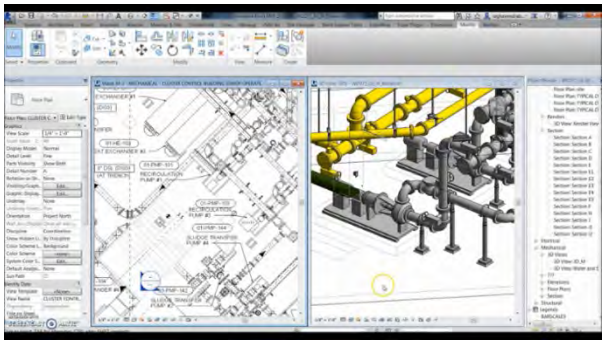


Exhibit 6-7 / Revit software example.

Exhibit 6-8 / We can use 3D visualization goggles to show how the RBUD WTF will look during design.

Our team has extensive experience leveraging advanced design tools including BIM and 3D computer-aided design (3D CAD) modeling. We have completed 100s of BIM projects varying in size, complexity, facility type, and project delivery method. Our global presence provides a unique perspective on industry best practices so we can apply the most advanced methods, techniques and processes to projects.

The BIM design process enhances coordination at all stages of project delivery. During design, BIM enhances cross-disciplinary design coordination and streamlines quality reviews with automatic clash detection. When the design is changed, all impacts are automatically updated through the project. Equipment data tags can be integrated with intelligent P&IDs to ensure complete coordination of process elements. File sharing on ProjectWise facilities concurrent work on a confederated model from all design disciplines.

BIM also improves design visualization, because users can explore a 3D model with a virtual walkthrough to provide input on operability, maintenance and safety during the design process. It is also useful for engaging with regulators and stakeholders. With the addition of time and scheduling data, 4D simulation can be valuable for construction sequencing to shorten the schedule and maintain plant operations. BIM is particularly valuable for complex design projects because it allows us to generate material quantity take-offs for real-time cost estimating. Effective use of BIM solutions can improve the quality of design, increase productivity, and lower costs by efficiently managing design changes and facilitating communication with clients and builders through visualization.

Land Surveying Available Immediately Familiar with Your Site

Upon NTP, we will proceed with the land surveying tasks needed to advance design. The Kiewit-Stantec Team's subcontractor Brown & Phillips, a local surveying firm familiar with the Project site, will mobilize immediately to jumpstart the Project as the first step toward meeting the schedule.

Accelerate the Geotechnical Study to Start Design and Construction Early

As soon as an initial layout of the RBUD WTF is created, the Kiewit-Stantec Team will proceed with the geotechnical investigation of the site to confirm the foundation before starting design. By accelerating the collection of geotechnical information, even if final location of structures is still under review, the Kiewit-Stantec Team will gain the efficiencies typically lost by having to wait for this data. The goal is to allow for early release of construction documents that will allow us to fast track the construction of foundations.

Develop Procurement Plan for Process Equipment in First Four Weeks to Mitigate Delivery Delays – including Early Works Packages (EWPs)

During the first four weeks, we will identify long lead time items and prepare a plan to expedite their design and procurement. IDE will develop treatment alternatives and equipment sizing including concept, operation, performance and treatment objective considering the aspects of Capex and Opex. They will develop models compatible with equipment skids, layout, all relevant process deliverables required for implementation of the water treatment solution; provide support for technical inputs during equipment design, start-up and commissioning and construction.

On the $457M San Fernando PDB, the Kiewit-Stantec Team prepared an EWP to expedite fabrication of 44 GAC vessels that had a 24-week lead time for the first 6 vessels and 6 additional vessels every five weeks thereafter. By procuring the vessels pre-GMP Kiewit met the delivery date to maintain the critical path.

Kiewit will expedite the design to allow early procurement of ductile iron pipe, high service pumps, electrical gear, and other long lead time equipment. Equipment and materials will be tracked within the P6 Project Schedule. Once we contract with a vendor, we implement **Kiewit's OffSite Supplier Quality (OSSQ)** program to further mitigate supply network risk through site visits and inspections of major suppliers. These inspections by in-house engineers and manufacturing experts assess the resources and capabilities of fabricators to produce materials and equipment in strict compliance with project requirements and properly document the process, while meeting schedule demands.

A Modular Prefabricated Approach to Save Time and Money with High Quality

As an owner and operator of some of the largest AWTs and desalination plants in the world, IDE has experience with the modular delivery processes. IDE's experience enables facilitation of on time, cost-effective offsite fabrication. The preassembled and modular unit concept we applied to Santa Barbara Desalination DB (**Exhibit 6-9**) is a project delivery strategy developed by IDE to improve the means and methods by which WTPs are designed, fabricated and assembled, and taking this to the next level to provide RBUD with a WTF that:

- Is the best in class in terms of safety, quality, and performance
- Has the lowest total installed cost
- Can be installed in the shortest time
- Minimizes site plant execution risks

Exhibit 6-9 / IDE and Kiewit utilized preassembled modules to deliver quality, save time and reduce installation costs on this fast-tracked project.

In the preassembled and modular unit concept, a significant portion of the plant fabrication, assembly and testing is completed offsite, under controlled plant conditions with precision tooling, using the same materials and designing to the same codes and standards as conventionally built facilities - but in much less time. In this process, the plant is produced in modules that exhibit the identical design intent and specifications of the most sophisticated conventional site-built facility - without compromise.

The preassembled and modular unit concept enables installation schedules and costs to be reduced as modules are simpler to install than components delivered loose and assembled on site. Since the total installed cost of the project is extremely well defined in the design process and the installation scope is clear, Phase I GMP development is more accurate with respect to both cost and schedule.

As module fabrication in a climate-controlled facility can occur simultaneously with site improvements and foundation work, the RBUD WTF can be completed sooner than traditional WTP construction and potential impacts such as inclement weather during construction are mitigated.

Fabrication offsite follows strict quality management protocols. The manufacturing plants we will utilize for RBUD (whether at an IDE facility, Kiewit facility, or third party) will have stringent QA/QC programs with independent inspection and testing protocols with thorough record-keeping.

Minimizing Impacts to Public with a Community Awareness Plan

Valerin will lead community outreach and public engagement by working with the *Reimagine Riviera Beach* and City Manager's office to coordinate messaging and build upon community conversations surrounding *Vision 2030* and the Capital Improvement Program. Valerin will establish a 24/7 project hotline and project-specific email address to provide a direct line of communication to a designated representative of the Kiewit-Stantec Team. They will develop and maintain a stakeholder database.

During design, Valerin will develop a community awareness plan (CAP) to serve as the Kiewit-Stantec Team's communication "blueprint". The CAP will include project-specific messaging tailored to key stakeholders that communicate the general aspects of the project, as well as highlight the benefits to the community as a key component of ***Vision 2030 - Reimagine Riviera Beach***. Three to four weeks prior to construction, Valerin will prepare and distribute a preconstruction notification to stakeholders. During construction, Valerin will identify potential situations where access, maintenance of traffic (MOT), and increased construction traffic could be problematic for local residents and businesses.

Exceed Local Participation Goals & S/M/WBE - Job Fairs and "Koffee w/ Kiewit"

The Kiewit-Stantec Team and Merchant Strategy will provide community outreach. We will conduct an Initial Needs Assessment by each hiring entity (design, construction, consultants, suppliers) to determine the amount and methods of public involvement needed. **At a minimum, we will exceed the goal of 15% local participation** and maximize participation, as we have done for other projects listed in **Exhibit 6-10**.

Kiewit will sponsor job fairs & Koffee with Kiewit events to seek qualified local small and minority business firms. We will collaborate with RBUD, BC, CRA and Palm Beach County Office of Equal Business Opportunity to get the word out. We will mentor new hires and facilitate an apprenticeship program with Career Source and others, work with our subcontractors to set up job skills programs for construction and will manage and mentor all subcontractors and have proper planning in place so that each one is successful.

Exhibit 6-10 / Kiewit has achieved high local/SM/WBE participation nationwide.

Project/Program	Actual %	Goal %
GIWW West Closure Pump Station Complex CMAR, LA ($1.1B)	24.2	14.8
R.M. Clayton WRC Headworks Improvements DB, FA ($54M)	30	30
South River Tunnel & Pump Station, GA ($110M)	45	21
Permanent Canal Closures and Pump DB, LA ($727M)	39.5	39
DART Orange Line Expansion I-1/I-2, TX ($437M)	42.6	39
Camp Creek WWTP Improvements DB, GA ($85M)	31.5	31
Denver Union Station DB, CO ($372M)	24	15
Houston METRO LRT DB, TX ($1.2B)	42	39

Design Reviews with Enhanced Collaboration During GMP Development

Approach to Decision-Making – To conduct effective and timely design reviews using the tools shown in **Exhibit 6-10**, we will establish the design review process early and define when critical decisions need to be made. Our approach provides communication and collaboration through early process workshops with RBUD, BC, and operations staff. We will establish an outline of decision-making steps and timelines.

	DESIGN TASK	GMP PROCESS	KEY DELIVERABLES	COLLABORATIVE TASK FORCE ACTIVITIES
Phase 1	Program Verification	Initial Cost Estimate	• Initial risk identification and mitigation plan • Initial project contingency budget and plan • VE savings analysis	• Design reviews • Constructability reviews • Key subcontractor input
Phase 1	Schematic Design	Updated Estimate	• Initial project contingency budget and plan • VE savings and analysis • Updated risk identification and mitigation plan • Updated project contingency budget and plan • Scope growth / reduction report • Quantity changes and unit price adjustments • Class 2 estimate	• Initial market outreach • Compare / reconcile initial cost estimate and interim GMP • Additional design reviews • Updated VE savings analysis • Updated procurement plan outreach • Updated procurement plan and bid package pricing input and sub vendor solicitation
Phase 1	Design Development 30% CDs and GMP	Updated Estimate	• Updated risk identification and mitigation plan • Updated project contingency budget and plan • Updated scope growth / reduction report • Updated quantity changes and unit price adjustments • Compare reconcile interim GMP and final GMP	• Final subcontractor and supplier quotes • Final plans and specifications • Final GMP submission, review and approval
Phase 2	100% Construction Documents	Final GMP & Contingency	• Class 1 estimate	

RISK REGISTER

The risk register details known risks, their probability, and impact on how those risks are assumed, eliminated or mitigated, and appropriate contingency to cover risk cost.

A Few Identified Risks Include:

- MAINTAINING PLANT OPERATIONS
- HYPOCHLORITE
- CHLORINE CONCERNS
- RECLAIMED WATER QUALITY
- CONSTRUCTION COST FLUCTUATIONS

DESIGN EVOLUTION LOG

The who, what, when, and why of every decision made during design.

COST MODELING

A transparent, continuously updated estimate provides budget status. Updates to Cost Model reflect process choices, scope changes, value engineering, constructability and quantity adjustments.

Risk Mitigation Strategies:

- MANAGE CPM SCHEDULE
- RISK/CONTINGENCY REGISTER
- EARLY WORK PACKAGES
- RISK REVIEWS
- "WHAT IF" SCENARIOS
- FINALIZE GEOTECHNICAL INVESTIGATIONS EARLY
- POTHOLE, IDENTIFY AND MAP EXISTING UTILITIES
- EARLY ENGAGEMENT WITH PERMITTING AGENCIES
- SELF-PERFORMANCE
- BIM

Exhibit 6-10 / To deliver water by December 1, 2023, we will use these tools to define deadlines for critical tasks.

Constructability Reviews – At 30% and 60% design submittal milestones, we will assess constructability issues (including construction safety), potential cost saving options, and operations considerations (including operations safety) for the plant and its configuration. At these reviews, we will look for opportunities to reduce capital and O&M costs, improve schedule, and enhance safety.

Start-up, Testing and Commissioning to Maintain Service Until Decommissioning

Our start-up and commissioning staff will develop a commissioning plan that includes components shown in **Exhibit 6-11** allowing start-up of the new facilities while maintaining the existing RBUD WTP online. Kiewit's start-up and commissioning services combined with the skills of **IDE's California-licensed WTP Operator Alex Drak,** will confirm all applicable resources, oversight and project controls are engaged, and that commissioning is successful. Kiewit's Start-up Team will include RBUD facility operations staff, and other RBUD and BC personnel we will work with to understand processes and functionality so we can deliver a fully operational solution that allows existing systems to remain in service until ready for decommissioning.

Our plan allows for the new RBUD WTF to be online and performing incident free for 60 days before demolition of the existing RBUD WTP. During GMP development, we will create a detailed decommissioning plan in coordination with plant staff to ensure a smooth transition from the RBUD WTP to the RBUD WTF.

Exhibit 6-11 / Components the Kiewit-Stantec Team will incorporate into the RBUD WTP commissioning plan.

PRE-OPERATION SERVICES	DRY COMMISSIONING	WET COMMISSIONING
• Operation and maintenance manual • EHS training • Operation and maintenance training • Startup and commissioning • Acceptance test • Initiate operation services	• Check proper installation, proper wiring • Check that tie-in points are closed • Run automatic sequences, check program • Check the equipment HMI display	• Introduce water, manual operation of pumps), pipe flushing etc. • Run automatic sequences in a pre-defined order • Check equipment performance: pumps, drives, instruments, control valves, etc. • Verify process performance • Optimize process performance

Ongoing Coordination with Lenders During Phase II

During Phase II, Rafael Castro Q., our Finance Monitor, will play a significant role in ensuring the success of the Riviera Beach WTF and shall be the key individual responsible for monitoring, administering and managing all financial aspects of the project.

The Finance Monitor will ensure the project's cashflow is managed efficiently and all the documentation is in compliance with the project documents. He will:

- Prepare draw requests for the utilization of private financing for lenders, together with the relevant supporting documentation;
- Prepare construction payment applications for RBUD, together with the relevant supporting documentation, if applicable;
- Ensuring timely and accurate payment of expenses;
- Investing available funds and ensuring that the project bank accounts maintain the required minimum balance.

For P3 Claude "Bud" Lewis Carlsbad Desalination WTP PDB, Kiewit identified long-lead materials and equipment well before NTP that posed the greater potential risk to on time completion and worked with potential vendors to secure fabrication and delivery dates and beat the completion deadline.

The Finance Monitor will also be responsible for record-keeping and preparation of financial statements, as well as the overall management of the Special Purpose Entity (SPE) in compliance with its reporting obligations, including:

- Maintaining financial books and records of the SPE;
- Implementing proper procedures to monitor and to ensure SPE's compliance with all obligations and reporting requirements under the project documents;
- Managing all general legal, audit and corporate administration on behalf of the SPE, arranging for annual audits and for preparation and timely filing of all tax returns of the SPE;
- Liaising with the SPE's accounting, tax, investment and other professional advisors

Rafael will come onboard well in advance of Phase II to ensure a smooth transition between phases and will maintain open communication channels with RBUD and lenders to ensure all stakeholders are appraised of any project developments.

6.1.a Early Construction Components

The Kiewit-Stantec Team has identified the following potential early works packages (EWPs)/ GMPs to expedite the schedule: site preparation, foundations, early procurement, offsite modular process treatment fabrication by IDE, Ave U upgrades. These EWP/GMPs will be evaluated and coordinated with the financial plan as detailed further in Tab 5.

6.1.b Our First Four Weeks

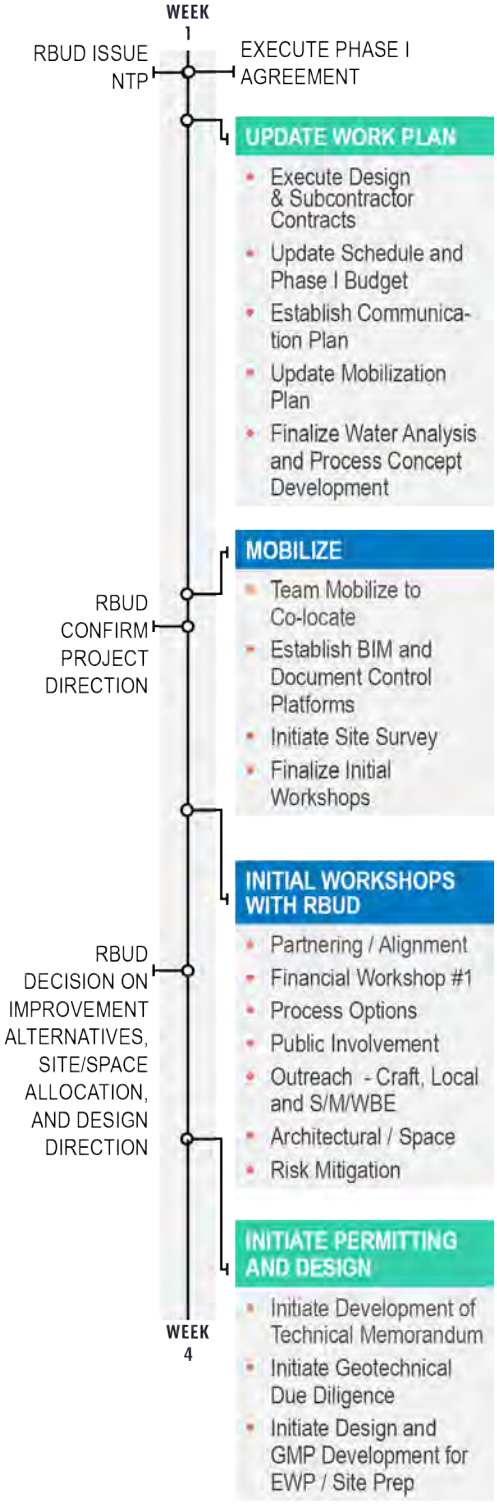
The Kiewit-Stantec Team has considered parallel tracks that will allow prompt definition of key aspects of the project, so design and early procurement of key components can start without delay upon NTP. Senior staff from the Kiewit-Stantec Team, in collaboration with RBUD's and BC's staff, as well as other decision-makers, will make the right selections for the project. Subject to the RBUD's approval, the methodology will include the activities listed below in **Exhibit 6-12.**

6.1.c Self-Performance /Subcontractor Management

Kiewit's ability to self-perform the majority of the work with local craft results in lower overall capital cost on projects. We perform in excess of $6B in DB projects each year, and typically **self-perform from 40% to 75% of the overall scope**. With more than 750 skilled craft workers in Florida, RBUD, and BC can have confidence that we will have the right resources onsite to meet our obligations and achieve schedule certainty.

Exhibit 6-12 / Key decisions and milestones for the RBUD WTF to evaluate and document process and improvement options to decide the best value, use of space, and treatment technologies to accomplish RBUD's drinking water supply goals

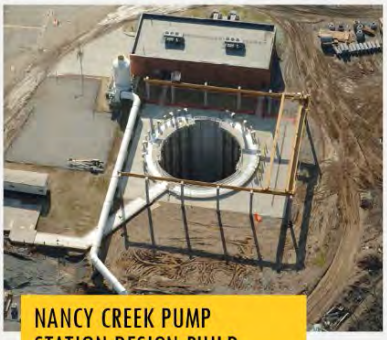
FIRST FOUR WEEKS OF THE RBUD WTF PROJECT



Our procurement strategy maximizes the competitive procurement of each bid package. We will solicit a minimum of three independent subcontractor bids for each scope of work even those we are most qualified and experienced with. Our ability to price this work in a tight, competitive bidding market helps the Kiewit-Stantec Team establish the GMP with confidence by applying our own known labor markets.

THE RIGHT BALANCE OF SELF-PERFORMANCE AND SUBCONTRACTING

RM CLAYTON WRC HEADWORKS IMPROVEMENTS DESIGN-BUILD



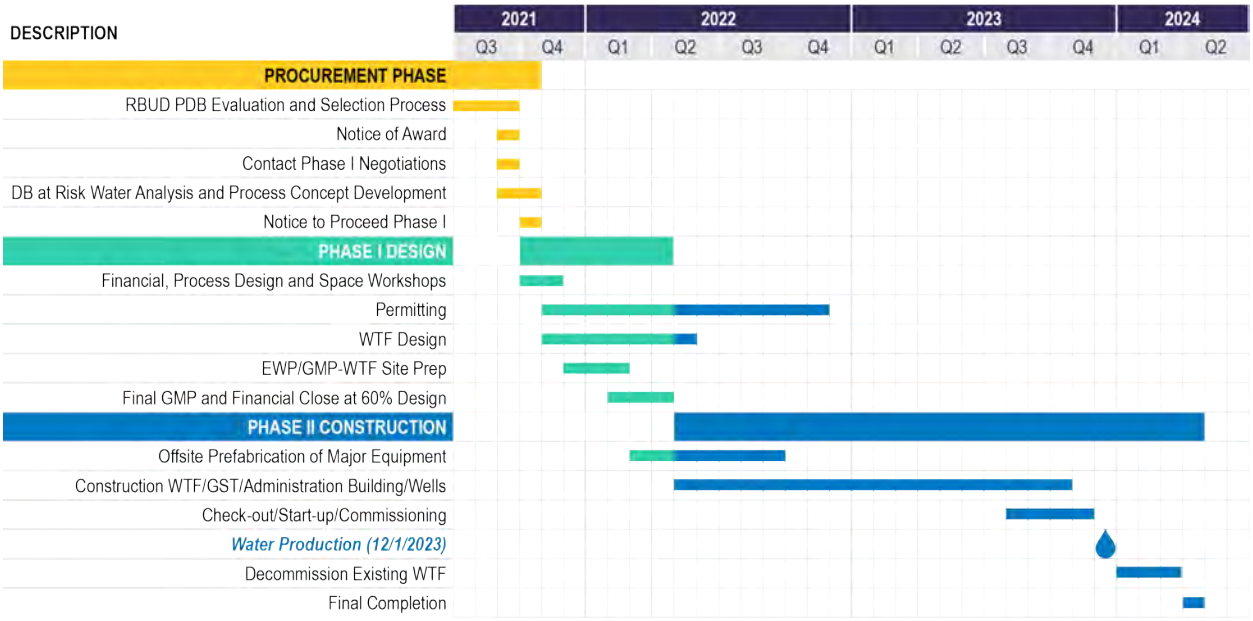
NANCY CREEK PUMP STATION DESIGN-BUILD

Kiewit-led teams were awarded DBIA National awards on both of these projects in part because of our success balancing self-performance with subcontracting to local, MWBE firms. On both the RM Clayton and Nancy Creek projects, **Kiewit self-performed over 50%** of the onsite labor while exceeding the clients' goals with **30% MBE/WBE participation.**

6.2 High-Level Project Timeline

Our timeline includes an early start on analyses, preliminary design and parallel paths (**Exhibit 6-13**).

Exhibit 6-13 / We will have Final GMP by April 2022 so the RBUD WTF can deliver water by December 1, 2023.



A Staffing Plan with the Same Team for Phases I and II

The Kiewit-Stantec Team has the resources in place to hit the ground running. All key personnel are familiar with our processes, work management methods, planning, tracking, and scheduling procedures. We are prepared to engage with RBUD to provide well-coordinated and cost-effective design, well-planned sequencing and phasing, and commissioning. All key staff on the Kiewit-Stantec Team will be dedicated to working on the RBUD WTF from beginning through to completion. **This level of continuity from NTP through start-up will provide RBUD a seamless team of staff for the life of the Project**.

6.3 Develop and Maintain Cost Control During Both Phases

Developing Cost Estimates through Value Engineering

Some of the operating costs, such as replacement of membranes, energy consumption by plant equipment, and chemical usage, can be calculated based on agreed upon assumptions. Other costs, such as plant utility costs and staffing levels, are dependent on scale and application of the RO or other advanced treatment process selected.

Cost Model - Our cost model is built on Kiewit's proprietary and industry-marketed estimating system InEight (www.ineight.com). InEight will provide RBUD, BC and the Kiewit-Stantec Team with current information on productivity and schedule. This will align with the Summary-Level Cost Model and provide descending levels of detail such as operational labor, equipment, material, subcontractor cost, and production information. Initially, **we will establish an indicative/initial estimate based on the Preliminary Design Report that will form the basis for the "living" Cost Model that will be continually updated for RBUD.** Our pre-construction and estimating personnel will identify value engineering alternatives that can be incorporated or removed instantly from the primary cost model. This will allow RBUD and BC to understand how a different phasing plan, approach, or entire scope element will affect the overall cost and schedule of the job during preconstruction. **Our team's robust process for continual, open, and transparent decision-making for getting to a GMP will help RBUD and BC progress further down the list of prioritized upgrades and maximize the budget.**

Value Engineering (Cost Saving Initiatives) - The Kiewit-Stantec Team's constructability and design experts will work with RBUD and BC to develop value engineering concepts and evaluate optimal approach and constructability strategies. During Design Report development, we will formulate discipline-specific task forces to meet with RBUD and BC. Based on these early clarification meetings, we will present the most viable innovations/cost saving initiatives to generate the optimal balance between capital and operations costs. A few instances of our value engineering and other cost saving measures include:

- **San Fernando Groundwater Basin Remediation PDB** - Kiewit created a series of Alternative Technical Concepts that outlined ideas for value engineering, innovation, and betterments resulting in $52M in potential savings for the client, of which more than $36M was accepted and incorporated into the project.
- **Carlsbad Desalination WTP PDB** - Construction-driven value engineering solutions and logistics planning saved $25 million by rearranging the layout of the plant, reducing pipe lengths while maximizing gravity flow-through and focusing on cast-in-place concrete volumes and configuration to reduce quantities and accelerate schedule.

We will consider the following for the RBUD WTF operating cost analysis:

- Electrical power/energy consumption
- Labor (staffing) levels
- Equipment maintenance
- Equipment replacement
- Chemical use
- Utilities
- Permitting
- Laboratory/monitoring
- Fleet operations and maintenance
- Administrative costs
- Taxes and fees
- Contingency

Task Forces to Control Cost and Schedule

The Kiewit-Stantec Team will efficiently advance design while defining and refining potential design innovations using our proven, task force process (**Exhibit 6-14**) – used recently on the City of Largo WRF Design-Build project for which millions in value engineering concepts were developed and accepted to align the project with the client's budget. Task forces for each discipline will include discipline-specific estimators, designers, schedulers, and constructability experts. RBUD and BC personnel, including O&M staff, will be encouraged to attend these meetings as schedules permit. These task forces enhance the design/permit/schedule/risk/construction interface by providing a single venue for Subject Matter Experts (SMEs) to brainstorm and develop alternatives at the lowest cost and highest value.

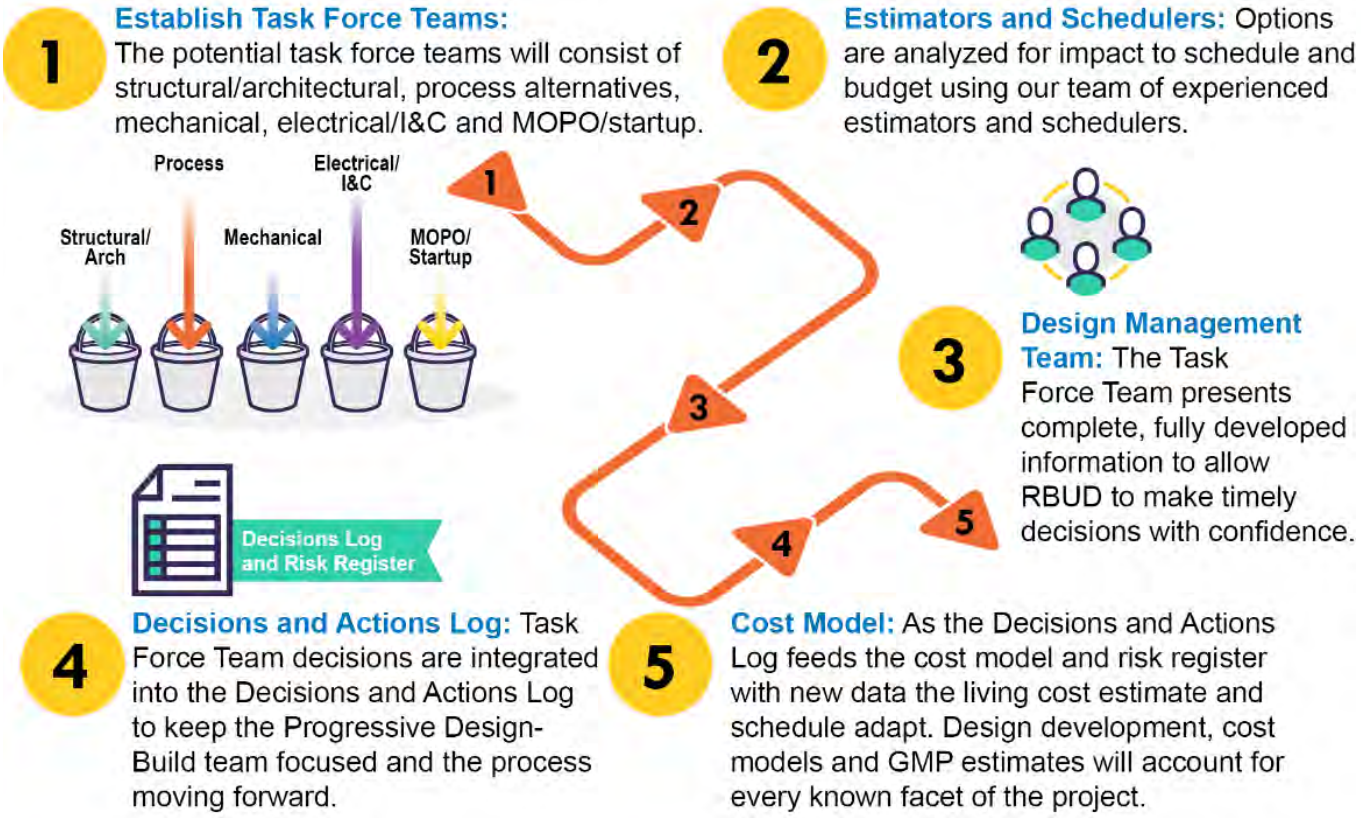


Exhibit 6-14 / Our discipline-specific task force process has been used on more than $50B in PDB, DB and CMAR projects delivering consensus-based solutions, and increasing the efficiency of meetings.

Quality Assurance & Control

Quality Management Plan (QMP) - Design Manager Brian LaMay with materials testing subcontractor Radise will work with design discipline leads to meet compliance with all design criteria, engineering standards, applicable codes and regulations and the contract.

Design / Pre-construction Quality Checks - Each discipline involved in the design performs independent quality checking of all work products. An interdisciplinary technical review and QC reviews are performed to verify that the deliverables and supporting documents are complete based on the scheduled level of completeness and intended purpose, are understandable, conform to applicable regulations and quality standards, and will achieve the specified project performance standards.

Construction QMP - The project QMP includes a design quality management plan and a construction quality management plan with information specific to each phase. Before permanent work begins, we will complete a review of the QMP with RBUD and BC for input and comment and share the final plan with the project team.

Kiewit is ANSI ISO 9001:2015 Certified and will administer ISO verification processes to monitor and control quality throughout the RBUD WTF project. The “gold standard” for quality management systems, our ISO 9001 certification gives RBUD and BC confidence that our organization is focused on meeting expectations and delivering a quality product.

OffSite Inspections - Our quality control and inspection process for materials includes reviewing vendor quality control documentation and performing source inspections. Inspections and witness tests are performed by personnel with certifications or training for the type of equipment, materials, process, or fabrication methods being supplied.

Onsite Inspections - Upon arrival on site, equipment and materials are inspected to confirm they meet specifications, are free from damage and will conform to requirements when installed. The inspections help verify that everything required to build the work is ready for use as scheduled and will be stored properly - eliminating delays or material shortages.

Recent Example of the QC Process - On the Kiewit Largo WWRF DB Project, Kiewit's QC Manager identified improper surface preparation prior to the application of an epoxy coating at the chlorine contact basin. The work was stopped, and the subcontractor's crews were re-trained in the proper preparation and application procedures. The Kiewit Quality Management Process avoided potential coatings failure.

GMP Development at 60% to Balance Timing with Design, Construction

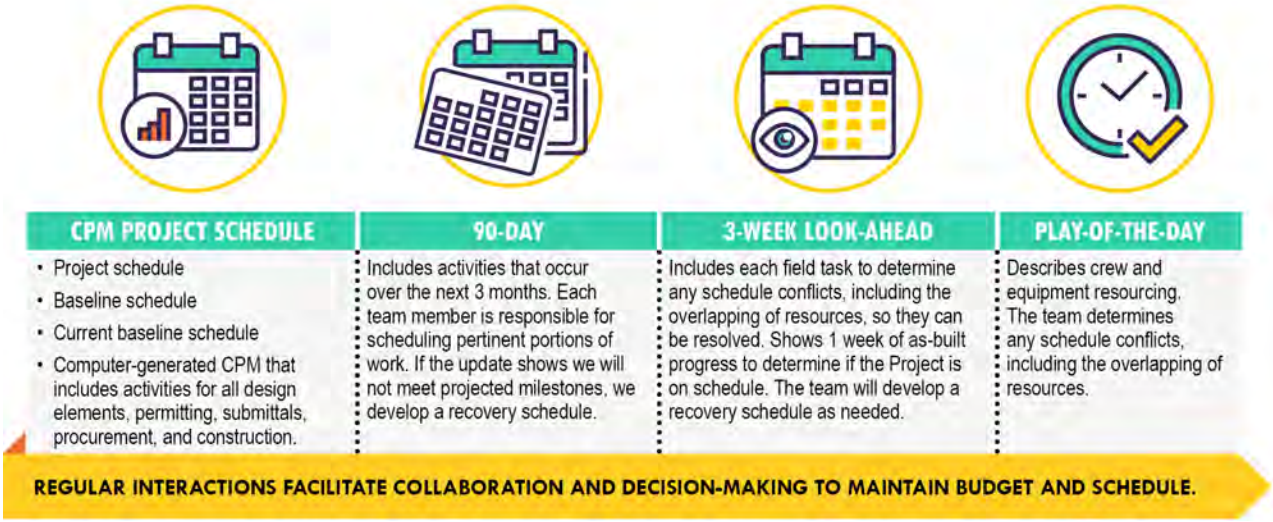
Our GMP development process is open-book and transparent keeping pace with design development and financing. In conjunction with RBUD and BC, Lead Estimator Nick Black and his team will work with Design-Build Coordinator Billy Searles, design staff and subcontractors to build a **living cost estimate** that reflects the materials, means, and construction methods as the design progresses from program verification, schematic design, design development, and final GMP. Some disciplines such as site work will be accelerated to facilitate early GMPs to support construction starting in November 2021. Our financing plan will adapt as necessary to accommodate the construction schedule and early GMPs.

6.4 Schedule to Meet December 1, 2023 Water Delivery Deadline

We will refine the schedule during both phases. Every week, Lead Scheduler Wade Martin will update the schedule using real-time progress data directly from those overseeing work, and input from Sr. Project Manager Jim Goyer, Design Manager Brian LaMay and Construction Superintendent David Urquhart.

We segment our CPM master schedule into short interval schedules (**Exhibit 6-15**) so we can review ongoing and upcoming activities for pre-planning and decision-making to verify deliverables are tracked.

Exhibit 6–15 / From the CPM master schedule, we create short interval schedules that look at 90-day and 3-week windows that by crew supervisors to make a daily work plan or "play of the day" to complete the scheduled activities.



Routine Meetings to Present Progress and Address Challenges Early

The Kiewit-Stantec Team will conduct the meetings outlined in **Exhibit 6-16** throughout the Project.

Exhibit 6-16 / Meetings the Kiewit-Stantec Team will lead to keep the RBUD and BC informed on Project activities.

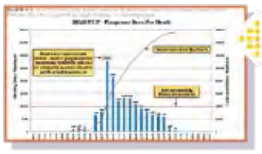
Meeting	Purpose
Kickoff	Gain alignment on RBUD's and BC's objectives, establish a communication plan, verify administrative procedures, exchange information and data collected to date, and discuss short-term milestones and critical path constraints.
Regular Progress	Present work completed, provide progress updates, discuss upcoming work and critical milestones, receive input from RBUD and BC, and make decisions.
Monthly Progress	Present status of project deliverables, work completed, upcoming work, project schedule update, and other RBUD reporting standards.
Technical Sessions / Task Force	Conduct technical sessions to confirm ideas from RBUD, BC and stakeholders are integrated throughout the Project. We anticipate scheduling the following technical sessions at a minimum: pre-treatment and treatment process, architectural, force main and wells, electrical and I&C, commissioning, and decommissioning.

Schedule Management Tools - We will monitor the status of the project daily using a suite of advanced tools and control systems reviewed during task force meetings, as well as daily and weekly coordination meetings (**Exhibit 6-17**). With these tools, we can quickly adjust or mitigate issues. On the Miami-Dade Primary Clarifiers, the Float Tracking Matrix identified float slippage from week to week resulting in 6 days of lost float over 1 month. Further analysis found a trade subcontractor was focusing resources in other areas due to supply issues. By identifying and reacting to this issue early, the supply-chain issue was resolved, additional resources were mobilized, and we avoid impacts to the critical path.

Exhibit 6–17 / Advanced tools we will use to keep design and construction on track.

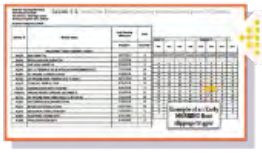
ADVANCED TOOLS USED TO KEEP DESIGN AND CONSTRUCTION ON TRACK

DESIGN TRACKING
Design deliverables are a major schedule driver. Our reports keep everyone updated on the status and schedule of deliverables throughout design development, making design progress visible for accountability.

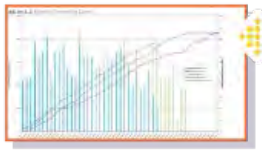


ACTUAL VS. PROJECTED LABOR HOURS
Used during design to track design development vs. planned progress. Used during construction to monitor performance and verify production will meet scheduled milestones; identifies schedule slippage in correctable increments so we can develop a recovery plan.

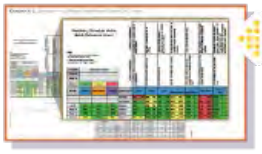
RBUD DESIGN COMMENTS LOG
Tracks open and closed comments from RBUD to maintain consistent direction and minimize unanswered comments on design packages. Timely comment resolution expedites design.



FLOAT TRACKING MATRIX
Provides weekly reconciliation of the float of each major feature of ongoing work, identifying any early float slippage or reduction triggers so we can take appropriate action to correct.



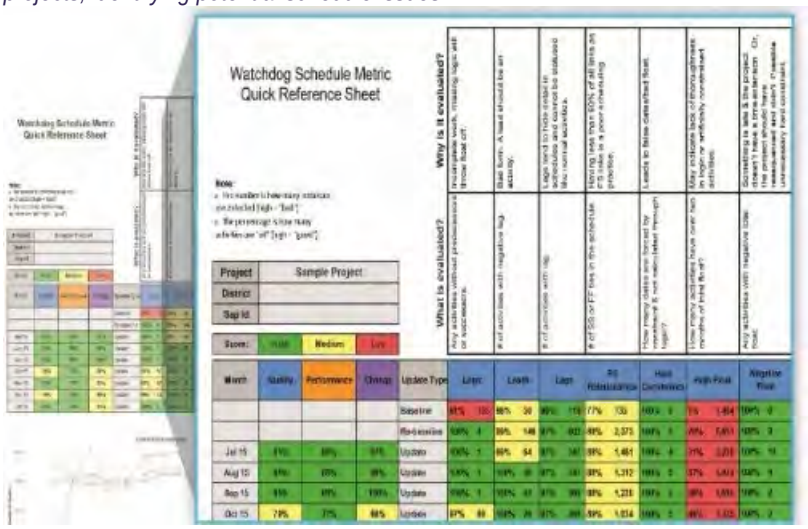
COMMODITY CURVES
Used daily to track design quantities based on design changes which can have a major impact on the budget. Later the same tool is used to track installed quantities versus planned quantities to monitor construction trends.



SCHEDULE HEALTH CHECKUPS
In addition to ongoing monitoring, monthly formal schedule checks feature 19 tracked metrics and flag possible trouble areas based on data from thousands of relevant past projects. This tool provides early indication of schedule issues to allow management to respond before the project is impacted.

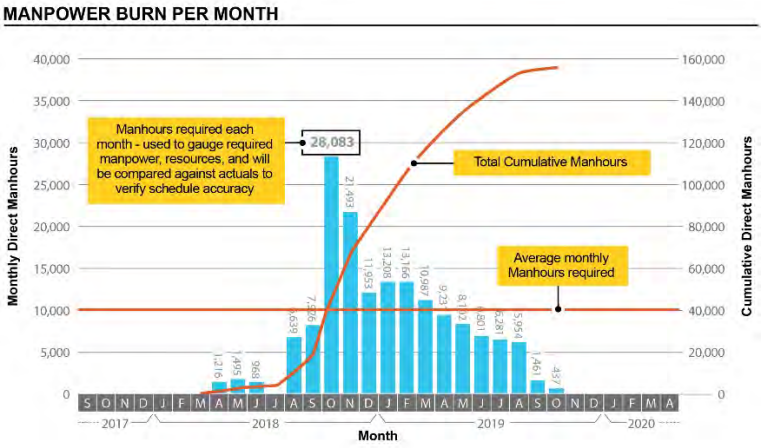
Project Watchdog - Kiewit's proprietary schedule monitoring program tracks 19 metrics and provides the Kiewit-Stantec Team, RBUD, and BC early indication of potential issues (such as resources, commodities, float changes, sequencing, etc.). Each month, we perform a formal schedule check focused on schedule quality, performance, and changes from month to month (***Exhibit 6-14***).

Exhibit 6–14 / Watchdog compares metrics and data from thousands of past projects, identifying potential schedule issues.



Resource Curves - We develop resource-loaded schedules that anticipate the peak crew sizes for each activity and discipline. With inputs for labor-hours, crews, major equipment, engineering and commodities, our CPM master schedule gives us the ability to track resource curves (**Exhibit 6-15**). We update and review these curves monthly to verify and plan upcoming resource needs – and react promptly when issues arise.

Exhibit 6–15 / Using resource-loaded schedules during planning allows us to provide balanced resources throughout the project.



6.5 Specific Key Risk Factors and Collaborative Risk Mitigation

We have identified several potential project challenges and risks that may affect the project schedule, budget, public perception and safety. **Exhibit 6-18** lists these risks, impacts, and mitigation strategies. During the project we will continually update our "living" risk register with any new risks, mitigations, responsible party and status. Our design and construction leadership will proactively communicate with RBUD as we mitigate potential project challenges. Our risk identification and mitigation process has been refined on more than $100B in Design-Build project and was recently successfully used on the $80M Broadway Road WTP PDB and the $457M San Fernando Groundwater Remediation PDB.

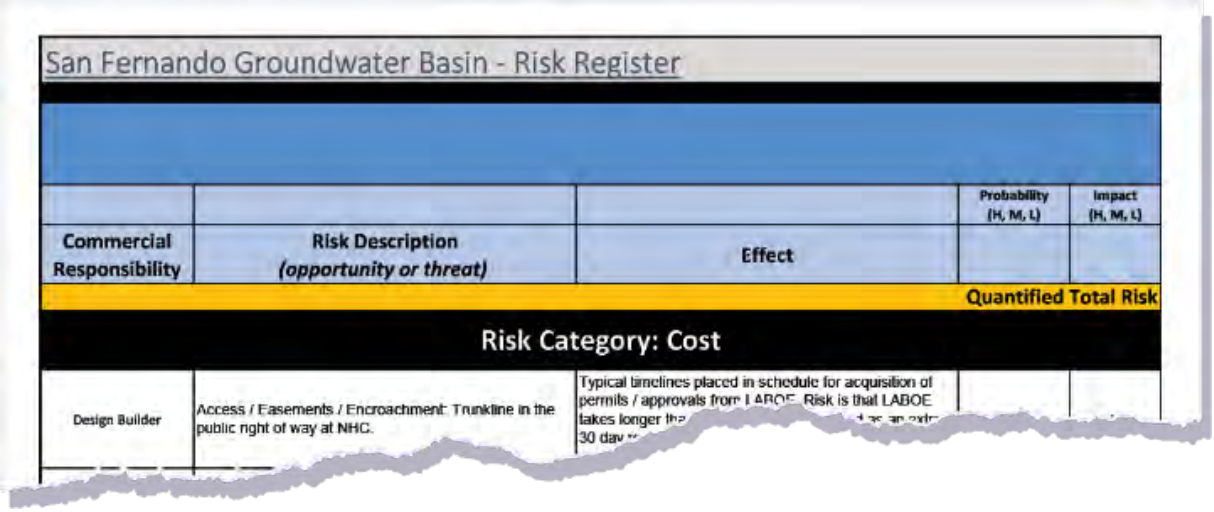
Consistent with DBIA and WDBC best practices, the Kiewit-Stantec Team will build upon our initial risk evaluation in partnership with RBUD. Jim Goyer and Billy Searles will lead a Risk Mitigation Workshop to facilitate a detailed review of the risk/contingency register and combine it with RBUD's suggestions for initial provisional cost amounts, which will establish the risk register for the project. By focusing our attention on the right risk areas, we will create realistic contingencies for the project to be completed under budget. These contingencies are included in the cost model and are correlated to the risks associated with the project – known, unknown and probable. As the project progresses, the Risk Register

(**Exhibit 6-19**) will be maintained at monthly risk meetings; and items will be updated, added, or removed as appropriate. We will work throughout Phase I to mitigate or eliminate risks so untapped contingency can be reallocated to account for other risk items, fund additional scope, or be "set aside" as part of the project's GMP savings.

Exhibit 6–18 / Kiewit-Stantec Team's initial risk assessment for the RBUD WTF.

Risks	Risk Details	Mitigations	Responsible
Scope	• Commodity price escalation	• Early Procurement & Monthly Commodity Risk Assessments, Kiewit's National Buying Power	Kiewit, Stantec, Valerin
	• Equipment fabrication quality control	• Kiewit's Offsite Supplier Surveillance (OSSQ)	
	• Equipment / technology selection	• IDE Process Guarantee	
	• Raw water characteristics affecting both design duration and nature of technology and equipment / process used to treat; (Could affect type of membrane and qty of reject)	• Early Start on Water Analyses	
	• Geotechnical data affecting foundation design resulting in increased cost, duration and early permitting packages (Subsurface conditions of new plant site – contaminated soils – potential delays and costs)	• Early Geotechnical Survey	
	• Effects of RO water (aggressive water) on distribution system (from lime softening). (Potential lead and copper plumbing in houses could be affected by leaching the chemicals out of the pipe resulting in corrosion on piping and subsequent failure in homes)	• Designing for finished water quality parameters that are compatible with ageing systems to reduce the possibility of corrosion	
	• Community impacts with construction traffic and utility tie-ins	• Ongoing Public Outreach	
Schedule	• Permitting delays – FDEP – deep well injection (casing size varies based on volume), raw water wells, ASR, expansion of existing RW permit	• Early Coordination with Permitting Agencies	Kiewit, Stantec
	• Long lead equipment procurement	• Early GMP / Procurement Plan	
	• Timely contract negotiation and award to begin Phase I design and permitting work	• Obtain Draft Contract to Begin Early Review and Commitment to Expedite PH 1 Terms and Negotiations	
Finance	• Private financing terms and conditions may not align with RBUD's expectations and may prompt RBUD to fall back to a more traditional means of funding by selling bonds.	• Engaging with RBUD through workshops early in the process allows the team to present RBUD various financing structures available and associated terms and conditions. This will allow RBUD to assess their comfort level with the private financing structure, and provide time to fall back on traditional funding by selling bonds.	Kiewit
	• The lender required security may include a water rate covenant or require a guarantee from RBUD. .	• By engaging with multiple financiers, we will explore solutions to build a repayment profile that meets RBUD's needs. The team will provide RBUD with updates on developments with respect to necessary security for RBUD to make an informed decision.	
	• Material adverse events in the financial markets may result in lenders' inability to finance the project or unfavorable terms.	• Given the short timeframe we've allocated to run the financing process, we are minimizing risk of any material adverse events based on current market conditions.	
	• Multiple GMP's may become an obstacle to lenders in providing the financing	• Multiple GMPs are expected to result in significant savings to be passed along to RBUD. We will explore all available private financing solutions to align with the most cost-effective contractual structure for RBUD.	

Exhibit 6–19 / The San Fernando $457M PDB used the Kiewit Risk Management Process to identify and mitigate over $50M in risk resulting in reduced contingency and overall cost. A sample of their risk register is provided in Attachment B.



San Fernando Groundwater Basin - Risk Register

Commercial Responsibility	Risk Description (opportunity or threat)	Effect	Probability (H, M, L)	Impact (H, M, L)
				Quantified Total Risk
Risk Category: Cost				
Design Builder	Access / Easements / Encroachment: Trunkline in the public right of way at NHC.	Typical timelines placed in schedule for acquisition of permits / approvals from LADOE. Risk is that LABOE takes longer tha... 30 day...		

Our Five-Step Risk Management Process (**Exhibit 6-20**) analyzes each aspect of a project. We identify and analyze risks and collaboratively assign a probability of occurrence by comparing similar past projects, gathering historic data, and forecasting trends by working with our Kiewit Supply Network, our internal purchasing group, to study escalation analytics. Incorporating trends and purchasing data allows us to forecast escalation on consumables and permanent materials.

We develop allowances separate from the cost of the work, with the amount of risk contingency directly related to the risks identified by the Kiewit-Stantec Team. A benefit of this approach is that everyone understands the true cost of construction without contingencies clouding the issue.

Exhibit 6–20 / Kiewit-Stantec Team's five-step risk process analyzes each aspect of the Project.

RISK MITIGATION THROUGH KIEWIT'S SOPHISTICATED TRACKING TOOLS

$1.1B GIWW WEST CLOSURE PUMPING FACILITY

EARLY DETECTION IS KEY TO POTENTIAL SCHEDULE IMPACTS

The post-Hurricane Katrina West Closure Complex for USACE was a pump station facility that was successfully design and built in 18 months. Kiewit used commodity curves to monitor major installations. Early in the start of one subcontractor's performance, commodity tracking indicated that, based on daily trends of welds per day, the production rate would prolong the allotted duration and impact the critical path. We immediately brought this trend to the subcontractor's attention and used additional shifts and manpower to maintain the overall CPM schedule.

ATTACHMENT B

SAN FERNANDO EXAMPLE RISK REGISTER

$457M SAN FERNANDO GROUNDWATER REMEDIATION PROGRESSIVE-DESIGN-BUILD

Kiewit's Risk Management Process identified and mitigated over $50M in risk resulting in reduced contingency and overall cost.

San Fernando Groundwater Basin — Risk Register

					Quantitative				
			Probability (H, M, L)	Impact (H, M, L)		Consequence		Residual Exposure (to Expected Value)	
Commercial Responsibilit..	Risk Description	Effect			Likelihood (%)	Cost	Time (wks)	Cost	Time (wks)
			Quantified Total Risk		22%	$ 95,983,611	TBD	$ 20,759,479	TBD
Risk Category: Cost									
Design Builder	Access / Easements / Encroachment: Trunkline in the public right of way at NHC.	Typical timelines placed in schedule for acquisition of permits / approvals from LABOE. Risk is that LABOE takes longer than typical. Risk is quantified as an extra 30 day review cycle plus 15 day comment incorporation period.	M	H	0%	$ 675,000	TBD	$ -	TBD
Design Builder	Access / Easements / Encroachment: Sewer routing across flood control channel at Tujunga.	Approval of the pipeline routing may be subject to approval by USACE. Durations for USACE can take years. Six month delay assumed to acquire approval or change routing.	L	H	0%	$ 4,500,000	TBD	$ -	TBD
Design Builder	Access / Easements / Encroachment: Pipe routing across rail road.	Team is already exploring other alternatives to acquisition of encroachment from the Rail Authority. Risk is quantified as an extra 60 day review cycle plus 30 day comment incorporation	L	H	0%	$ 3,600,000	TBD	$ -	TBD
Design Builder	Discpline Risk: Civil Labor	Increase in the cost of civil by 10% by the time civil work is 100% complete.	M	H	80%	$ 3,088,953	TBD	$ 2,471,162.37	TBD
Design Builder	Discpline Risk: Civil Materials	Increase in the cost of civil by 10% by the time civil work is 100% complete.							
Design Builder	Discpline Risk: Structures Labor	Increase in the cost of structures by 30% by the							
Design Builder	Discpline Risk: Structures Labor	Increase in the cost of structures by 30% by the time structures work is 100% complete.	M	H	20%	$ 10,164,204	TBD	$ 2,032,840.83	TBD
Design Builder	Discpline Risk: Structures Materials	Increase in the cost of structures by 30% by the time structures work is 100% complete.	M	H	10%	$ 1,866,973	TBD	$ 186,697.26	TBD
Design Builder	Discpline Risk: Mechanical Labor	Increase in the cost of mechanical by 20% by the time mechanical work is 100% complete.	M	H	75%	$ 4,786,167	TBD	$ 3,589,625.26	TBD
Design Builder	Discpline Risk: Mechanical Pipe Materials	Increase in the cost of mechanical by 20% by the time mechanical work is 100% complete.	M	H	50%	$ 7,058,258	TBD	$ 3,529,128.78	TBD
Design Builder	Discpline Risk: Mechanical Equipment	Increase in the cost of mechanical by 20% by the time mechanical work is 100% complete.	M	H	35%	$ 2,601,455	TBD	$ 910,509.33	TBD
Design Builder	Discpline Risk: Electrical Labor	Increase in the cost of electrical by 15% by the time electrical work is 100% complete.	M	H	50%	$ 2,921,890	TBD	$ 1,460,944.79	TBD
Design Builder	Discpline Risk: Electrical Materials	Increase in the cost of electrical by 15% by the time electrical work is 100% complete.	M	H	30%	$ 1,257,597	TBD	$ 377,278.97	TBD
Design Builder	Escalations / Costs Inflation.	Increase in equipment escalations from 3% to 5% per annuum and in supplies / bulk commodities from 3% to 10% per annuum.	L	H	10%	$ 13,003,122	TBD	$ 1,300,312.16	TBD
	Work Saturdays at Both Sites for the Peak Six Months	The schedule is extremely aggressive given the short project schedule, long lead procurement,							

San Fernando Groundwater Basin

Risk Register

			Probability (H, M, L)	Impact (H, M, L)	Quantitative				
						Consequence		Residual Exposure (to Expected Value)	
Commercial Responsibilit	Risk Description	Effect			Likelihood (%)	Cost	Time (wks)	Cost	Time (wks)
				Quantified Total Risk	22%	$ 95,983,611	TBD	$ 20,759,479	TBD
Risk Category: Technical									
LADWP	Water Quality - Variation from expected levels of VOCs, Scavenging Facilities, and potential impact from other plumes at San Fernando site.		L	H					
LADWP	Agency - Failure to get approval from DDW or LASAN for plant startup.		M	M					
LADWP	Inability to test plant at full design flow during startup because additional **head loss** derates the		M	L					
LADWP	Unexpected flow rate/water quality from wells.		M	L					
LADWP	Plant production does not meet expectations due to wells.		M	L					
LADWP	Variation from expected VOC concentrations, Reg: -1,4-doxane at TJ - 4/5 -Higher peak PCE or TCE -Higher CTET -New trace organics		L	H					
LADWP	Variation from expected background water quality, e.g.: -l[illegible] UVT								

San Fernando Groundwater Basin

Risk Register

			Probability (H, M, L)	Impact (H, M, L)	Quantitative				
						Consequence		Residual Exposure (to Expected Value)	
Commercial Responsibilit	Risk Description	Effect			Likelihood (%)	Cost	Time (wks)	Cost	Time (wks)
				Quantified Total Risk	22%	$ 95,983,611	TBD	$ 20,759,479	TBD
Risk Category: Schedule									
LADWP and Design Builder	Procurement of long lead items is late.		M	H					
LADWP	DDW impacts, changes, and late directions.		M	L					
Design Builder	Site restrictions.		H	M					
Design Builder	Commissioning impacts, multiple re-tests, etc.		L	L					
Design Builder	Design is late.		L	H					
LADWP	Differing site conditions.		L	L					
LADWP	3rd Party approvals.		H	H					
LADWP and Design Builder	GMP delays of pricing or approvals.		M	H					
LADWP	Inclement Weather.		M	L					
LADWP	CEQA Changes.		M	H					
LADWP	Design considerations being locked in too early prior to engaging third party approval i.e., Power System, Electric Service Rep, etc.		L						
LADWP	Request for design changes after early package have started construction activities.								
Design Builder	O[illegible]rlap of work package[illegible] causes								

San Fernando Groundwater Basin — Risk Register

Commercial Responsibility	Risk Description	Effect	Probability (H, M, L)	Impact (H, M, L)	Quantitative: Likelihood (%)	Quantitative: Consequence: Cost	Quantitative: Consequence: Time (wks)	Quantitative: Residual Exposure (to Expected Value): Cost	Quantitative: Residual Exposure (to Expected Value): Time (wks)
		Quantified Total Risk			22%	$ 95,983,611	TBD	$ 20,759,479	TBD
Risk Category: Quality									
LADWP	User Group Input - Insufficient input from operations staff.		L	H	Only the "Cost" risk category has been populated at this time. However, many of the other risk category entries are duplicative, similar, or carry the same quantitative repercussions as the entries in the "Cost" risk category.				
Design Builder	Delays getting traffic contral plans.		M	M					
LADWP	Lack of filter for end user LADWP comments during user review process.		L	H					
LADWP and Design Builder	Sampling procedures that are burden. Some overly complex may lead to sub-optimal plant operation or even undetected breakthrough.		L	H					
LADWP and Design Builder	Intermittent operation of treatment facilities will require extensive start-up activities; Operator dissatisfaction in product.		L	H					
Design Builder	QA/QC is not effectively communicated to team, expectations are not aligned.		M	H					
LADWP	Unclear project requirements impacting quality.		M						
LADWP	Design changes from 3rd parties and permitting authorities.								
Design Builder	Document control.								
Design Builder	Design errors impact schedule a[illegible]								
[illegible]	[illegible]		[illegible]	[illegible]					
Design Builder	Design errors impact schedule and quality, perception		M	M					
LADWP	Customer complaints.		M	H					
LADWP	Neighborhood complaints.		M	H					
Risk Category: Safety									
Design Builder	Work in live traffic.		M	H	Only the "Cost" risk category has been populated at this time. However, many of the other risk category entries are duplicative, similar, or carry the same quantitative repercussions as the entries in the "Cost" risk category.				
Design Builder	Work around OH power lines.		M	H					
Design Builder	Inexperienced subs.		L	M					
Design Builder	Too many people on site.		L	M					
Design Builder	Neighborhood concerns & complaints (security).		L	M					
Design Builder	MS-13 and long working hours/equipment storage security.		L	M					
Design Builder	Site constraints (NHC) create a crowded site worth adjacent crews performing separate tasks, resource stacking.		L	M					
Design Builder	Working with old plant on brownfield site.		L	M					
Design Builder	Under-developed material handling procedures for H2O- lead to an accident during operation.		L	M					

TAB 7

LOCAL VENDOR PREFERENCE

$193M PETER BINNEY WTP

"I have been involved in eleven plant start-ups in my career that goes back to 1972 and have never had the opportunity to work with a team that was as professional and dedicated as the [Kiewit and Stantec] team. My heartfelt thanks to each and every one for successfully bringing together one of the most complex water treatment projects in the nation."

–Dana Ehlen
Deputy Director of Operations, City of Aurora (retired)

TAB 7: Local Vendor Preference

Section Overview

COMMUNITY FOCUSED

As a Progressive Design-Build project, the Kiewit-Stantec Team will continue to identify and include additional local vendors and subcontractors during Phase I and Phase II of GMP development to support the continued economic vitalization of Riviera Beach.

Promoting Economic Growth and Stability for Riviera Beach - Opportunities and Commitment to Local Vendors

Kiewit commits to exceeding 15% Local Vendor Participation.

Kiewit-Stantec has a proven history exceeding local participation goals nationwide (see **Exhibit 7-1**). We take seriously our responsibilities and obligations to contribute to the communities where we work. **We will exceed the 15% Local Vendor Preference,** and in **Tab 8**, we provide details on how we will do so while mentoring and growing local firms to develop skills – including front end administration and compliance, construction trades training, safety, quality, and project management.

To date, we have identified nearly 50 local construction and engineering firms with offices in the Riviera Beach areas (Zip Codes 33403, 33404, 33407, 33410 and 33418). We are inviting them to our July 29, 2021 Outreach Event as well as other local suppliers, caterers, fabricators, and service companies.

Exhibit 7-1 / Kiewit has achieved high local/S/M/WBE participation nationwide.

Project/Program	Actual %	Goal %
GIWW West Closure Pump Station Complex CMAR, LA ($1.1B)	24.2	14.8
R.M. Clayton WRC Headworks Improvements DB, FA ($54M)	30	30
South River Tunnel & Pump Station, GA ($110M)	45	21
Permanent Canal Closures and Pump DB, LA ($727M)	39.5	39
DART Orange Line Expansion I-1/I-2, TX ($437M)	42.6	39
Camp Creek WWTP Improvements DB, GA ($85M)	31.5	31
Denver Union Station DB, CO ($372M)	24	15
Houston METRO LRT DB, TX ($1.2B)	42	39

Save the Date: Initial Outreach Event Scheduled for July 29

Kiewit-Stantec team member The Merchant Strategy will be hosting an initial Local and SBE/M/WBE Outreach Event for subcontractors in Riviera Beach.

For details of our initial outreach event, please see Tab 8.

Outreach opportunities include sitework, utilities, site concrete and paving, reinforcing steel, coatings, architectural and building trades, electrical, piping, trucking, and many, many more.

As a Progressive Design-Build project, the Kiewit-Stantec Team will continue to identify additional local subconsultants during Phase I and Phase II of GMP development. We confirm that we will exceed the goal of 15% local business involvement

SCHEDULE 3

PARTICIPATION FOR LOCAL BUSINESSES AS SUB-CONTRACTOR AT LEAST 25%

RFQ TITLE: DBF of Utility Special District Water Treatment Facilities **BID NUMBER: 1039-21-3**

NAME OF PRIME PROPOSER: Kiewit Water Facilities Florida Co. BID OPENING DATE: 7/20/2021

CONTACT PERSON: Jim Goyer TELEPHONE NO. 678-776-3134 DEPARTMENT: Operations

CONTRACT AMOUNT – LOCAL BUSINESSES

NAME, ADDRESS & TELEPHONE NUMBER OF LOCAL CONTRACTOR	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	% TO BE PERFORMED BY LOCAL BUSINESS	ESTIMATED DOLLAR VALUE
1. Radise International LC 4152 W Blue Heron Blvd, Ste1114, Riviera Beach, FL 33404 (561) 841-0103	Geotechnical; Materials Testing	1-3% of the Phase I Price (TBD During Phase Negotiations)	1-3% of the Phase I Price (TBD During Phase Negotiations)
2.		%	$
3.		%	$
4.		%	$
5.		%	$

TO BE COMPLETED BY PRIME PROPOSER:

BID PRICE: $ TBD **TOTAL % PARTICIPATION:** TBD – will exceed 15% goal.

SCHEDULE 4

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A LOCAL BUSINESS

TO: Kiewit Water Facilities Florida
(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** X **a corporation** _____**a partnership** _____**a joint venture**

X The undersigned is a qualified Local Business.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Geotechnical; Materials Testing

as the following price: $ 1-3% of the Phase I Price (TBD During Phase Negotiations)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Geotechnical; Materials Testing	April 2022	December 2023

1-3% of the Phase I Price (TBD During Phase Negotiations)% of the dollar value of the subcontract will be sublet and/or awarded to local contractors and/or local suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Radise International, LC
(NAME OF LOCAL CONTRACTOR)

DATE: July 16, 2021

BY: _____
(SIGNATURE OF LOCAL CONTRACTOR)

TAB 8

SBE/M/WBE FORMS (SCHEDULES 1-4)

$34M HEMPHILL-CHATTAHOOCHEE WTP DESIGN-BUILD

"In addition to the growth our firm has seen, we greatly value the . . . Educational opportunities that have been advanced to allow Anatek, Inc. to improve our project delivery in areas such as safety, quality, scheduling, and other performance related metrics."

–Anna Cablik, President
Anatek, Inc. (MBE)

TAB 8: SBE/M/WBE Forms (Schedules 1-4)

Section Overview

COMMUNITY FOCUSED

The Kiewit-Stantec Team has a proven plan to involve and mentor not only our eight current SBE/M/WBE team members but will perform robust outreach to enlist additional SBE/M/WBE vendors and subcontractors as the project scope develops.

Promoting Economic Growth and Stability for Riviera Beach - Opportunities and Commitment to SBE/M/WBE

As confirmed in Tab 7, Kiewit-Stantec will exceed the 15% Local Vendor Preference Goal. In addition, we deploy a number of strategies and methodologies to maximize SBE/M/WBE firm participation to increase the financial impact on the Riviera Beach community.

Our SBE/M/WBE approach is rooted in our culture of inclusion and bolstered by a shared commitment that flows through every level of the Kiewit-Stantec project team. The following methodologies are based on promoting access, opportunity, relationships, and growth for small and diverse firms.

Outreach

KOFFEE WITH KIEWIT

Local Kiewit Diversity & Inclusion Councils sponsor small business outreach events such and "Koffee with Kiewit" to allow small businesses to meet key operations and pre-construction personnel and learn about current and upcoming subcontractor opportunities.

Supporting the small, local and minority business community is an important part of our success. Outreach events connect subcontractors with our key decision-makers and gives us a chance to match firms with preconstruction managers and estimators so that when opportunities arise, we get the best qualified and best priced firms in the area.

Through frequent outreach including our "Koffee with Kiewit" events, we cast a "wide-net" to identify as many potential vendors as possible for inclusion in the project. We share key information, allowing firms time to plan for opportunities. We use several tactics to engage and inform diverse businesses, including:

- Hosting large- and small- scale networking, informational, and educational events. To ensure continued opportunities to safely engage and build relationships with potential SBE/M/WBE firms
- Leveraging and growing our extensive database of vendors from previous projects to communicate events and opportunities through direct emails and calls

- Promoting opportunities through community/ industry organizations. We will collaborate with RBUD, BC, CRA and Palm Beach County Office of Equal Business Opportunity to get the word out.
- Advertising events and opportunities in local newspapers, Kiewit will sponsor job fairs to seek qualified local small and minority business firms. We will mentor firms and facilitate on-the-job apprenticeship training programs for our locally hired craft as well as subcontractor craft.
- We will manage and mentor all subcontractors and have proper planning in place so that each one is successful.

July 29 Kiewit-Stantec Local Vendor SBE/M/WBE Outreach Event

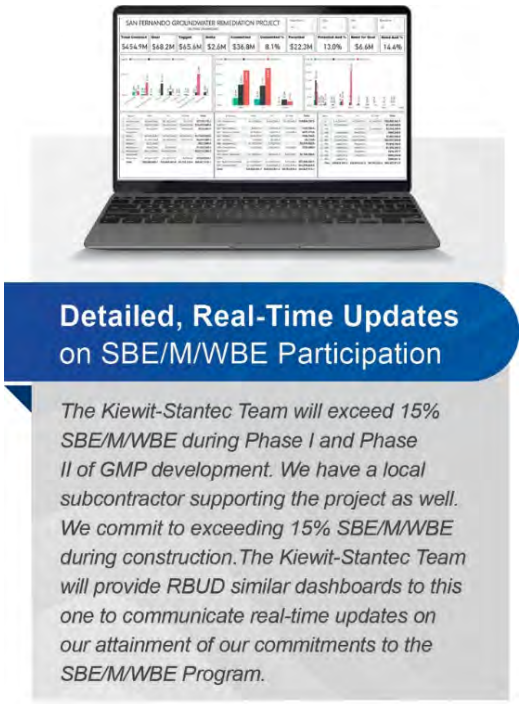
The Kiewit-Stantec Team's first outreach event will be on July 29, 2021. These types of events including morning "Koffee with Kiewit" outreach events will continue to be conducted on a regular basis to maximize our inclusion for the RBUD WTF.

- Thursday, July 29, 8am-4pm
- Marina Event Center
- 190 E 13th St
- Riviera Beach, FL 33404

Kiewit-Stantec conducted 10 separate outreach events on the San Fernando Groundwater Remediation PDB project with over 1,500 firms invited to participate. To date that project has achieved over $62M in SBE/M/WBE and Veteran Business participation!

Exhibit 8-1 / *The Kiewit-Stantec Team's first outreach event will be on July 29, 2021.*

Exhibit 8-2 / *We will provide RBUD with real-time updates of our SBE/M/WBE hiring.*



Mentoring

Once vendors are selected, we take a mentorship approach that identifies subcontractors ready for larger roles. We help them grow and develop their capabilities and capacity. We assign a person from our project management team to each firm should they encounter issues or have questions or concerns.

We also provide free educational capacity building workshops on topics including Knowing Your Contract, How to Estimate and Bid Projects, and Start-up and Closeout – in addition to scheduling, quality, safety and productivity. Any interested local SBE/M/WBE firms can attend these workshops, which are led by our employee experts in each subject matter.to maximize their applicability and effectiveness.

> "Since 2008, Kiewit has been an invaluable mentor to us regarding quality, safety, and construction management. With their support and commitment to our firm's growth plan, we have grown from a two-person design firm to an 85-person construction management and design firm and have been awarded many local contracts. Our partnership with Kiewit prepares us to pursue larger contracts and to support the advancement of other D/S/M/WBE firms in our community."
>
> - Shakeel Ahmed, Principal, IEA, Inc. (MBE)

Our objective is mentoring SBE/M/WBE firms to build experience and capacity, with the ultimate goals being sustainable partnerships for future projects and contributing to the growth and wealth building of the Riviera Beach community.

Local Riviera Beach Construction Trades Development and Training

Kiewit invests six times more on training than our contractor competition using National Center for Construction Education & Research curriculum and other training programs.

In addition to our commitment to hiring and mentoring SBE/M/WBE subcontractors, Kiewit has established a nationally recognized workforce development approach to attracting, training, and retaining the top craft available. Focused Outreach for the RBUD WTF will be conducted within Zip Codes 33403, 33404, 33407, 33410 and 33418.

Kiewit is equally committed to an On-the-Job training program to improve the skills of minority, women, economically disadvantaged and veteran employees so they have access to and opportunities for skilled trade jobs and journey-level positions in the construction industry.

Kiewit's Mentor Program will pair the RBUD new hires with seasoned construction trade employees who know our systems. RBUD will be provide real-time updates using our established tools every step of the way.

As a Progressive Design-Build project, the Kiewit-Stantec Team will continue to identify additional SBEs during Phase I and Phase II of GMP development. As stated in Tab 7, we will exceed the 15% Local Vendor Preference goal for this project.

SCHEDULE 1

PARTICIPATION FOR SBE CONTRACTORS/PROPOSERS

BID/RFP TITLE: DBF of Utility Special District Water Treatment Facilities **BID NUMBER:** 1039-21-3

NAME OF PRIME PROPOSER: Kiewit Water Facilities Florida Co. **BID OPENING DATE:** 7/20/2021

CONTACT PERSON: Jim Goyer **TELEPHONE NO.** 678-776-3134 **DEPARTMENT:** Operations

CONTRACT AMOUNT – SBE

NAME, ADDRESS & TELEPHONE NUMBER OF SBE CONTRACTOR	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	CERTIFICATION PALM BEACH COUNTY (PBC)
1. BFA Environmental 300 Butler St, Ste 9; West Palm Beach, FL 33407 (561) 681–1730	Wells	PBC S/MBE STATE M/WBE OTHER
2. Brown & Phillips 1860 Old Okeechobee Rd, Ste 509; West Palm Beach, FL 33409 (561) 615–3988	Survey	PBC S/MBE STATE MBE OTHER
3. MCO Construction 1450 North Mangonia Dr., West Palm Beach, FL 33401 (305) 693–4344	Estimating; Scheduling	PBC S/W/MBE STATE MBE OTHER
4. The Merchant Strategy, Inc. 1804 N Dixie Hwy B, West Palm Beach, FL 33407 / (561) 315-9110	Outreach and Craft Outreach	PBC S/WBE STATE S/WBE OTHER
5. River to Tap, Inc. 500 Village Square Crossing, Ste 202, Palm Beach Gardens, Florida 33410 (770) 569-7038	Underground Pipe	PBC SBE STATE OTHER

TO BE COMPLETED BY PRIME PROPOSER:

BID/RFP PRICE: $ TBD **TOTAL % PARTICIPATION:** TBD – will exceed 15% goal.

As a Progressive Design-Build project, the Kiewit-Stantec Team will continue to identify additional SBEs during Phase I and Phase II of GMP development. As stated in Tab 7, we will exceed the 15% Local Vendor Preference goal for this project.

SCHEDULE 1

PARTICIPATION FOR SBE CONTRACTORS/PROPOSERS

BID/RFP TITLE: DBF of Utility Special District Water Treatment Facilities **BID NUMBER: 1039-21-3**

NAME OF PRIME PROPOSER: Kiewit Water Facilities Florida Co. **BID OPENING DATE: 7/20/2021**

CONTACT PERSON: Jim Goyer TELEPHONE NO. 678-776-3134 **DEPARTMENT: Operations**

CONTRACT AMOUNT – SBE

	NAME, ADDRESS & TELEPHONE NUMBER OF SBE CONTRACTOR	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	CERTIFICATION PALM BEACH COUNTY (PBC)
1.	Radise International LC 4152 W Blue Heron Blvd, Ste1114, Riviera Beach, FL 33404 (561) 841-0103	Geotechnical; Materials Testing	PBC____ STATE M/WBE OTHER____
2.	The Valerin Group, Inc. 2101 Vista Parkway, West Palm Beach 33411 (813) 404-1572	Public Involvement and Relations	PBC S/WBE STATE S/WBE OTHER____
3.			PBC____ STATE____ OTHER____
4.			PBC____ STATE____ OTHER____
5.			PBC____ STATE____ OTHER____

TO BE COMPLETED BY PRIME PROPOSER:

BID/RFP PRICE: $ TBD **TOTAL % PARTICIPATION:** TBD – will exceed 15% goal.

SCHEDULE 2

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Kiewit Water Facilities Florida Co.

Brown & Phillips

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

__X__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Survey

as the following price: $ 1-3% of the Design Fee (TBD during Phase I Negotiation)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Survey	October 2021	December 2023

1-3% of the Design Fee (TBD during Phase I Negotiation) % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Brown & Phillips, Inc.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021 BY: _____

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Kiewit Water Facilities Florida Co.

MCO Construction

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** X **a corporation** _____**a partnership** _____**a joint venture**

X The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):
Estimating; Scheduling

as the following price: $ 1-3% of the Phase 1 Price (TBD during Phase Negotiation)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**
Estimating; Scheduling	October 2021	December 2023

1-3% of the Phase 1 Price (TBD during Phase Negotiation) % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

MCO Construction and Services, Inc.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: 07/08/21 BY: _____

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Kiewit Water Facilities Florida Co.

The Merchant Strategy

The undersigned intends to perform work in connection with the above BID as (Check one):

____**a individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

__X__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Wealth Building

as the following price: $ 1-3% of the Phase 1 Price (TBD during Phase Negotiation)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Wealth Building	October 2021	December 2023

1-3% of the Phase 1 Price (TBD during Phase Negotiation) % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

The Merchant Strategy, Inc
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021 BY: Shawn J Merchant
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Kiewit Water Facilities Florida Co.

River to Tap, Inc. (R2T, Inc)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

__X__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):
Underground Pipe and process/treatment process facilities - design and construction

as the following price: $ 1-3% of the Phase 1 Price (TBD during Phase Negotiation)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Underground Pipe	April 2022	December 2023

1-3% of the Phase 1 Price (TBD during Phase Negotiation) % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

George Ajy, R2T, Inc.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021 BY: George Ajy
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Kiewit Water Facilities Florida Co.

Radise International, LC

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

__X__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):
Geotechnical; Materials Testing

as the following price: $ 1-3% of the Phase 1 Price (TBD during Phase Negotiation)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Geotechnical; Materials Testing	April 2022	December 2023

1-3% of the Phase 1 Price (TBD during Phase Negotiation) % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

RADISE International, LC
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021 BY: _____

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Kiewit Water Facilities Florida Co.

The Valerin Group, Inc.

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

__X__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Public Involvement and Relations

as the following price: $ 1-3% of the Phase I Price (TBD During Phase Negotiations)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**
Public Involvement and Relations	April 2022	December 2023

1-3% of the Phase I Price (TBD During Phase Negotiations) % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

The Valerin Group, Inc.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021 BY: Valerie Cintado Real

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

As a Progressive Design-Build project, the Kiewit-Stantec Team will continue to identify additional local subconsultants during Phase I and Phase II of GMP development. We confirm that we will exceed the goal of 15% local business involvement

SCHEDULE 3

PARTICIPATION FOR LOCAL BUSINESSES AS SUB-CONTRACTOR AT LEAST 25%

RFQ TITLE: DBF of Utility Special District Water Treatment Facilities **BID NUMBER: 1039-21-3**

NAME OF PRIME PROPOSER: Kiewit Water Facilities Florida Co. BID OPENING DATE: 7/20/2021

CONTACT PERSON: Jim Goyer TELEPHONE NO. 678-776-3134 DEPARTMENT: Operations

CONTRACT AMOUNT – LOCAL BUSINESSES

NAME, ADDRESS & TELEPHONE NUMBER OF LOCAL CONTRACTOR	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	% TO BE PERFORMED BY LOCAL BUSINESS	ESTIMATED DOLLAR VALUE
1. Radise International LC 4152 W Blue Heron Blvd, Ste1114, Riviera Beach, FL 33404 (561) 841-0103	Geotechnical; Materials Testing	1-3% of the Phase I Price (TBD During Phase Negotiations)	1-3% of the Phase I Price (TBD During Phase Negotiations)
2.		%	$
3.		%	$
4.		%	$
5.		%	$

TO BE COMPLETED BY PRIME PROPOSER:

BID PRICE: $ TBD **TOTAL % PARTICIPATION:** TBD – will exceed 15% goal.

SCHEDULE 4

BID NUMBER: 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A LOCAL BUSINESS

TO: Kiewit Water Facilities Florida
(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** X **a corporation** _____**a partnership** _____**a joint venture**

X The undersigned is a qualified Local Business.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Geotechnical; Materials Testing

as the following price: $ 1-3% of the Phase I Price (TBD During Phase Negotiations)
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Geotechnical; Materials Testing	April 2022	December 2023

1-3% of the Phase I Price (TBD During Phase Negotiations)% of the dollar value of the subcontract will be sublet and/or awarded to local contractors and/or local suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Radise International, LC
(NAME OF LOCAL CONTRACTOR)

DATE: July 16, 2021

BY: _____
(SIGNATURE OF LOCAL CONTRACTOR)

TAB 9

COMPLETED STANDARD FORM

$58M LARGO WWRF BIOLOGICAL TREATMENT IMPROVEMENTS DESIGN-BUILD

"The Kiewit Team has been collaborative partners during our WWRF upgrades! Their cooperative team approach helped to troubleshoot and solve challenges along the way."

–Chuck Mara, PE
Senior Engineer, CIty of Largo

STANDARD FORMS

ATTACHMENT A

In addition to the proposal, the forms listed below are to be completed and submitted with your proposal.

1) Proposer's Certification
2) Addendum Page
3) Drug Free Workplace
4) Public Entity Crimes Statement
5) Schedule 1 – Participation for Small Business Enterprises
6) Schedule 2 – Letter of Intent to Perform as a Small Business Sub- Contractors
7) Schedule 3- Local Business Participation
8) Schedule 4- Letter of Intent to Perform as a Local Business

NOTE: Please ensure that all these documents are completed and submitted with your response in accordance. Failure to do so may result in your bid not being considered for award.

SIGNATURE of AUTHORIZED REPRESENTATIVE

This signature page must be completed and included with the submittal.

By signing below, the undersigned acknowledges they are an expressly authorized agent of the Company/firm listed below.

Date: July 14, 2021

Full Legal Name of Company: Kiewit Water Facilities Florida Co.

Signature: 

Printed Name: James P. Goyer

Title: President

PROPOSER'S CERTIFICATION

I have carefully examined the solicitation, Instructions, General and/or Special Conditions, Specifications, Terms and any other documents accompanying or made a part of this solicitation.

I hereby propose to furnish the goods or services specified herein and if applicable at the prices or rates quoted in my response. I agree that my proposal response will remain firm for a period of up to ninety (90) days in order to allow the City adequate time to evaluate the responses. Furthermore, I agree to abide by all conditions of the solicitation.

I certify that all information contained in this response is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the vendor / contractor as its act and deed and that the vendor / contractor is ready, willing and able to perform if awarded the bid.

I further certify that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any person, firm or corporation submitting a response for the same product or service; no officer, employee or agent of the CITY OF RIVIERA BEACH or of any other bidder interested in said bid; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Kiewit Water Facilities Florida Co.
NAME OF BUSINESS

james.goyer@kiewit.com
E-MAIL ADDRESS

BY: _____
SIGNATURE OF AUTHORIZED OFFICER

James P. Goyer | President
PRINTED NAME AND TITLE

5757 Blue Lagoon Drive, Suite 200
MAILING ADDRESS

Miami, FL 33126
CITY, STATE, ZIP CODE

678-776-3134
TELEPHONE NUMBER

214-614-4280
FAX NUMBER

Sworn to and subscribed before me this 14 day of July, 2021.

_____
SIGNATURE OF NOTARY

MY COMMISSION EXPIRES: 11/21/2021

PERSONALLY KNOWN _____ OR PRODUCED

J. HERRERA
Notary Public, State of Texas
Comm. Expires 11-21-2021
Notary ID 125504033

IDENTIFICATION _____

TYPE: _____

23. On page 33, Attachment A, lists "Addendum Page" as one of the items to be submitted with the proposal; however, an Addendum Page was not included in the RFQ. Is this because no addendum has been issued yet?

    Answer: *This addendum includes a signature page and shall be submitted with the proposal as a required form acknowledging receipt of the addendum.*

24. Please confirm whether wet signatures for the Prime Firm only need to be provided in the Original submittal, and not for "Schedule 2 – Small Business Enterprise" and "Schedule 4 – Local Business" with sub-contractors' signatures.

    Answer: *Yes. A wet signature from the Prime Firm is required in the original submittal.*

25. Also, Schedule 3 is titled "Participation for Local Businesses as Sub-Contractors at Least 25%." I believe "at Least 25%" needs to be removed. Can you please confirm?

    Answer: *No, this is valid.*

26. On page 31 "Local Vendor Preference," the City states that if at least one partner of a joint venture/partnership meets the criteria for a local business, then the entire joint venture team is considered local. How does this designation impact the scoring and rankings, is it solely for the 15 points for Local Vendor preference?"

    Answer: *It is solely for the 15 points for local preference.*

Addendum No. 1 must be signed as acknowledgment of receipt, and attached to the proposal when submitted at **3:00 p.m., Tuesday, July 20 , 2021** at the Office of the City Clerk, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida, 33404. For information on this solicitation, please contact:

Althea Pemsel, Director of Procurement
1481 West 15th Street
Riviera Beach, FL 33404
purchasing@rivierabeach.org

Kiewit Water Facilities Florida Co.
NAME OF COMPANY

PROPOSER'S SIGNATURE

DATE: July 10, 2021

James P. Goyer
PROPOSER'S PRINTED NAME

intended answer should be: The sample risk matrix will be excluded from the total page count

Answer: See answer to question #1.

Addendum No. 2 must be signed as acknowledgment of receipt, and attached to the proposal when submitted at **3:00 p.m., Tuesday, July 20 , 2021** at the Office of the City Clerk, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida, 33404. For information on this solicitation, please contact:

Althea Pemsel, Director of Procurement
1481 West 15th Street
Riviera Beach, FL 33404
purchasing@rivierabeach.org

Kiewit Water Facilities Florida Co.
NAME OF COMPANY

PROPOSER'S SIGNATURE

DATE: July 14, 2021

James P. Goyer
PROPOSER'S PRINTED NAME

DRUG FREE WORKPLACE

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contender to, any violation of chapter 893 or of any controlled substance law of the United States or any state for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

THIS CERTIFICATION is submitted by James P. Goyer the (INDIVIDUAL'S NAME)

President of Kiewit Water Facilities Florida Co.

(TITLE/POSITION WITH COMPANY/VENDOR) (NAME OF COMPANY/VENDOR)

who does hereby certify that said Company/Vendor has implemented a drug free workplace program which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.

SIGNATURE

July 14, 2021 DATE

CITY OF RIVIERA BEACH
NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

Pursuant to Section 287.133, Florida Statutes (1995), you are hereby notified that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases or real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 [F.S.] for CATEGORY TWO [$35,000.00] for a period of 36 months from the date of being placed on the convicted vendor list.

Acknowledged by: James Goyer

Firm Name: Kiewit Water Facilities Florida Co.

Signature:

Name & Title (Print or Type): James P. Goyer | President